

**OIE/AusAID Project on Strengthening Veterinary Services to Combat
Avian Influenza and other Priority Diseases in Southeast Asia**

AidWorks Initiative Number INH027

INDEPENDENT PROGRESS REPORT

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31 October 2009

Aid Activity Summary

Aid Activity Name	OIE/AusAID Project on Strengthening Veterinary Services to Combat Avian Influenza and Other Priority Diseases in Southeast Asia (PSVS)		
AidWorks initiative number	INH027		
Commencement date	1 January 2007	Completion date	30 June 2010
Total Australian \$	About A\$2.4 million (USD1,907,850.00)		
Total other \$	0.00		
Delivery organisation(s)	World Organisation for Animal Health (OIE)		
Implementing Partner(s)	World Organisation for Animal Health (OIE)		
Country/Region	Southeast Asia (e.g. Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Thailand, and Vietnam)		
Primary Sector	Veterinary Services / Livestock Disease		

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Acknowledgments

The Reviewers are indebted to Drs John Stratton and Ronello Abila of OIE and Mr Royce Escolar of AusAID for the organisation of this review and enabling it to be conducted in the best traditions of utilisation-focused evaluation. Special acknowledgement goes to Mr Michael Cole for providing the benefits of his knowledge and experience as AusAID's Aid Quality Effectiveness Advisor to our investigations. We are also grateful to the many interviewees in Thailand, Laos, Philippines, Australia, New Zealand and France, some of whom travelled long distances to meet us, and others who significantly altered schedules, for taking the time to speak with us and patiently answer our many questions.

Disclaimer

The findings in the report are based on stakeholder interviews and review of documents from a sample of countries and activities and therefore may not be reflective of the situation in countries and activities not reviewed. The opinions expressed in this report are those of the IPR team and do not necessarily reflect those of OIE or AusAID.

List of abbreviations and acronyms

AAHL	Australian Animal Health Laboratory (CSIRO Australia)
AI	Avian Influenza
Accra AFA	Accra Agenda for Action
ADPC	Asian Disaster Preparedness Centre
AHD	Animal Health Division (of BAI Philippines)
ASEAN	Association of South-East Asian Nations
ASWGL	ASEAN Sectoral Working Group on Livestock
AusAID	Australian Agency for International Development
BAI	Bureau of Animal Industries (Philippines)
CVO	Chief Veterinary Officer
DAFF	Department of Agriculture, Forestry and Fisheries (Australia)
DG	Director General
DLD	Department of Livestock Development (Thailand)
EC	European Commission
EIDs	Emerging Infectious Diseases
EU	European Union
EUR	Euro (currency)
FAO	Food and Agriculture Organization (of the United Nations)
FMD	Foot-and-Mouth Disease
GDP	Gross Domestic Product
HCM	Ho Chi Minh City, Vietnam
H5N1	Haemagglutinin type 5; Neuraminidase subtype 1 (Influenza Virus)
HPAI	Highly Pathogenic Avian Influenza
HQ	Headquarters
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
NACADCE	National Advisory Committee on Animal Disease Control and Emergencies (Philippines)
NIAH	National Institute for Animal Health
OFFLU	OIE/FAO Network of Expertise on Avian Influenza
OIE	World Organisation for Animal Health
OIE SRR	OIE Sub-Regional Representations
PVS	OIE-PVS tool for the Evaluation of Performance of Veterinary Services (formerly “Performance, Vision and Strategy”)
PSVS	Project on Strengthening Veterinary Services
PT	Proficiency Testing
QA	Quality Assurance
QC	Quality Control
RCU SEAFMD	Regional Coordination Unit
SARS	Severe Acute Respiratory Syndrome
SEAFMD	South-East Asia Foot and Mouth Disease
SOM	Senior Officials Meeting
UNSIC	United Nations System Influenza Coordinator
USA	United States of America
USD	US Dollar (currency)
USDA	United States Department of Agriculture
VS	Veterinary Services
WB	World Bank
WHO	World Health Organisation of the United Nations
WTO	World Trade Organization

Contents

EXECUTIVE SUMMARY	1
1. INTRODUCTION	7
2. MATERIALS AND METHODS	8
3. FINDINGS	9
3.1 Continuing relevance of the project	10
3.2 Achievement of sustainable outcomes and quality of deliverables.....	13
3.3 Effectiveness and efficiency of project management systems	22
3.4 Monitoring, evaluation and reporting	25
3.5 Gender.....	26
4. CONCLUSIONS AND RECOMMENDATIONS	27
4.1 Recommendations for refocusing the project.....	28
4.2 Potential benefits of a refocused project.	29
4.3 Lessons Learned for regional programming.....	30
4.4 Other recommendations to improve quality of delivery of PSVS and future projects.....	31
5. ANNEXES	34
Annex 1: Table describing three major meeting types of PSVS	34
Annex 2: Table outlining PSVS activity September 2007 to September 2009	35
Annex 3: Terms of Reference	38
Annex 4: Itinerary.....	42
Annex 5. People and organisations consulted	43
Annex 6: Methodology	46
Annex 7: Detailed findings to review questions	65
Annex 8: Alignment of the PSVS to the Pandemics and EID strategy 2006-2010	94
Annex 9: Lessons learned for design of small value projects	96
Annex 10: Logic model of the proposed refocused PSVS	98
Annex 11: Design of national seminars	99
Annex 12: Dot points around which economic and politically motivating arguments for strengthening veterinary services can be built	103
Annex 13: Design of technical workshops	105
Annex 14: Terms of Reference for M&E Specialist.....	106

EXECUTIVE SUMMARY

Background

The Project for Strengthening Veterinary Services (PSVS) aims to enhance the capacity of eight Southeast Asian countries, namely Burma, Laos, Thailand, Cambodia, Vietnam, Indonesia, Malaysia and Philippines, to effectively detect and respond to emerging infectious diseases. This is done by assisting these countries to improve veterinary services and strengthen laboratory capacity and regional laboratory networking. High profile transboundary disease events such as SARS, HPAI and swine flu, sweeping the region in recent years have increased the awareness of the important role of veterinary services by government, livestock industries and donors.

The project has a planned duration of 3 years, from 30 June 2007 to 30 June 2010, however, the project was not made operational until September 2007. This Review was therefore conducted at about the two-thirds point of the way through the project. Implementation is by the World Organisation for Animal Health (OIE) through a project coordinator based at its Sub-regional Office in Bangkok, Thailand. Funds are provided to OIE by AusAID (US\$1.764M) and DAFF (US\$143,850) to run the project. OIE has subcontracted the delivery of the laboratory component to the Australian Animal Health Laboratory (AAHL).

Project components and activities to date

The PSVS has conducted a series of activities designed to strengthen veterinary services through raising awareness of: the OIE role in the region, the OIE standards, the role of OIE's tool for evaluating performance of veterinary services (PVS Evaluations) and tool for assisting with strategic planning (PVS Gap Analysis) to strengthen Veterinary Services. It has also sought to develop technical capacity to improve veterinary services in four key areas: legislation, communications, emergency management, and avian influenza laboratory quality assurance.

The main activities have been: (i) high-level briefings by Drs Gardner Murray and Ronello Abila to relevant national stakeholders in the delivery of veterinary services; (ii) national seminars to large groups of stakeholders including industry, academia, government veterinary services and private veterinary surgeons; (iii) presentations to veterinary association conferences; (iv) ad-hoc discussions with relevant donors and technical agencies; (v) workshops in the four key technical areas for participants from the eight target countries; and (vi) visits to laboratories by AAHL to train staff and assess diagnostic capacity.

To date, three of eight planned national seminars and five of 12 planned technical workshops and four presentations to national veterinary conferences have been conducted. There have been numerous high-level briefings and donor meetings. One PVS evaluation has been conducted, but the Gap Analysis phase has not yet been reached by member countries. AAHL have also conducted laboratory assessments and training in each country and a second round of proficiency testing relating to AI laboratory diagnosis in the region has commenced.

Key evaluation findings and associated recommendations

Preamble. The key findings and recommendations that follow were made with the Reviewer's recognition that the PSVS campaign and OIE's PVS tools have been and continue to be under development, being adjusted as hard won experience with this new initiative is gained. As a result of the PSVS activities and the efforts of the PSVS team, much has been learned about the approach needed to strengthen veterinary services in the sub-region. The lessons have contributed significantly to the quality of the recommendations in this report.

Recommendations are presented in shaded boxes and are situated with their associated findings and analysis. There are 26 recommendations made in this report, 12 of which are key and are mentioned in this executive summary. All are presented and numbered¹ in Section 4.4.

Continuing relevance and achievements to date. The PSVS has contributed directly to a number of important areas of the AusAID Emerging Infectious Disease Strategy and despite the modest scope of the investment, has played an important role in the regional program for AusAID as well as for OIE.

At the national level, interviews with member country representatives show that the PSVS has been successful at developing an awareness of: the role of OIE in the region, the existence and application of the OIE standards for veterinary services, and the application of the PVS tool and Gap Analyses. The PSVS has also been successful at enhancing the awareness of the value of coordination between sectors and across government departments which has resulted in member countries actively involving a wide range of stakeholders. In some cases, the PSVS has acted as a catalyst in stimulating more attention and motivation toward activities already started by donors. The reputation, credibility and competence of the implementation team, the high-quality of technical content and clear awareness-raising messages all contributed significantly to this.

One of the unique features of PSVS has been the focus on systems development compared to the more typical donor engagement in technical issues and capacity building in technical areas. PSVS, through its work on improving the legislative environment for improved animal health systems, has either stimulated some early activity in legislation, or has been a catalyst for increasing momentum in countries where some preliminary work had begun. The focus on planning national coordinated responses to strengthen veterinary services is also a critical building block in developing robust systems.

At the regional level, PSVS is focused on improving OIE member country capacity to meet the international standards in veterinary services. This has the potential to contribute to a more effective regional response over time, and may allow countries to improve their regional trade opportunities. The OIE has facilitated the sharing of regional resources and is positioned now to contribute to greater harmonisation of donor activities through an agreed set of standards and approaches to enhancing veterinary services.

The project has contributed to the development of important guidelines to support implementation of these standards. These are the legislation guidelines and the development of regional guidelines on good practice in communications. The latter was managed in a highly participatory fashion which resulted in a good degree of regional ownership. The project has also recognised and contributed to further development of the role of ASEAN as a regional body well positioned to reinforce key messages. As the project moves toward completion through the application of the PVS, OIE will likely be able to increasingly identify common needs and priorities across the region to harmonise donor investments. Although some of these outcomes have not yet been realised, PSVS has allowed OIE to progress in this direction.

Focus and sustainability. The challenge for the project revolves around the approach and the sustainability of benefits. The current approach focuses most attention on the development of awareness through wide reaching education and technical training rather than directly motivating and enabling practical actions to respond. Desirable responses would be to identify and articulate capacity building needs to national decision makers and donors to attract resources for strengthening veterinary services. This is made more complex by the resource constraints faced by all countries to varying degrees. For many participants there was a sense of being overwhelmed by these constraints which prohibited substantive action on return to their work place.

Another challenge concerns the original intent of the project to support implementation of the PVS evaluation tool. Although the project has been focused on improving uptake of the PVS evaluations

¹ For the purposes of implementation the 26 numbers allocated in section 4.4 should be used for reference.

and follow-on gap analyses, there has not yet been significant clarity on the processes countries are expected to follow to respond to the findings and recommendations of these evaluations.

Although the current approach had been very successful at raising awareness, there were significant barriers to turning this awareness into action. Barriers included: (i) institutional environments and lack of resources that were not enabling at the national level, (ii) the difficulty in getting senior decision-makers that might have effected change to attend the technical workshops, (iii) the lack of understanding by countries of the PVS evaluation and Gap Analysis *process* and their potential to allow access to funding, and (iv) the limited integration of evidence of economic benefits as powerful motivators for engagement in improving veterinary services by the PSVS.

Refocusing the project. Fundamental to developing the key recommendations of this report was a short exercise in logic modeling facilitated by the monitoring and evaluation specialist and involving the implementation team and AusAID. The exercise led to shared recognition of a more realistic end-of-project outcomes and a more complete elaboration of the theory of change that would underpin a refocused program. This logic model can be found in Annex 10.

The new approach exploits the unique position of the small OIE-SRR team with its relatively few resources to work at policy level with governments at the national and regional level and contribute significantly to sub-regional animal health. The new focus is on enabling national governments to attract resources from industry, government, and donors to support and implement a coherent, costed, national plan to improve veterinary services. The aim of the project at the national level then becomes to increase the uptake of the PVS tool, and motivate engagement of a wide range of stakeholders in the development of this plan. The role of OIE focuses then on facilitating member countries to use this plan to enter into dialogue with potential funding sources to begin improving veterinary services in a coordinated manner. The provision of credible economic data on the benefits to all stakeholders will need to be used as a key motivational tool.

Significant potential benefits of a refocused project. The benefits are numerous and far reaching. Participating member countries can lead the prioritisation and articulation of their needs in terms of building national capacity in veterinary services. Stakeholder engagement in national planning would be wider to meet the needs of industry and private sector thus contributing more to economic development and poverty alleviation.

Supports the Paris Declaration and Accra Agenda for Action. A re-focused project would also allow AusAID and OIE to directly address the Paris Declaration and Accra AFA (Accra Agenda For Action) in the following ways:

- Country ownership (Accra AFA). By enabling member countries to assess their veterinary services, identify needs, develop a national capacity building plan and work with national decision-makers and donors to support the plan - the project will support the development of national capacity to lead and manage their own development; and will directly use and strengthen national systems for planning.
- Strengthening member countries national development strategies (Paris Declaration) through the development of a national plan for strengthening veterinary services that aims to increase alignment of aid with national priorities, there is the potential for elimination of duplication of donor effort, and more effective rationalisation of donor activities.
- Building more effective and inclusive partnerships (Accra AFA) so that efforts have greater impact. PSVS will contribute to the reduction of costly fragmentation of aid working with a wider range of development actors in industry, the private sector and other relevant government sectors and expand the recognition of their important roles.

- Encouraging collaborative behaviour between national governments and donors (Paris Declaration) through the dialogue process which links the national plan to real commitment of resources.

A refocused PSVS would also contribute to strengthening OIE's visibility and role in the region as the provider of global standards in veterinary services, as a motivator for adherence to these standards, and to encourage countries to conduct PVS evaluations and Gap Analyses to allow better planning and resourcing for strengthening veterinary services within and across borders.

Establishes AusAID's niche for animal health in the region. Another benefit is the establishment of AusAID's animal health niche in the region. Currently, at the regional level, there is no work (that the IPR team or OIE's SRR is aware of) supporting member countries to plan strategically and manage investment for improving veterinary services against agreed standards. The refocused project potentially provides enormous value for money if it results in member countries managing donor inputs more efficiently and effectively. Given the early stages of OIE's entry into the sub-region, AusAID can contribute to the strengthening of their role and mandate in the region. Working in animal health in this way also provides a good opportunity for AusAID to continue to influence policy agenda setting and formulation in the increasingly critical area of veterinary services. Veterinary services will become an increasingly important partner to other service sectors in the future in controlling not just EIDs but other negative impacts of uncontrolled livestock production on the planet such as green house gas emissions, land degradation, pollution and biodiversity.

Provides a good evidence base for future OIE decision making in the region. Finally, with a systematic exploration of the processes, context and outcomes of the model under the PSVS, OIE may extract valuable lessons to inform the on-going development of the PVS tool and Gap Analyses across the region.

Key recommendations for refocusing the project:

1. The project be refocused toward a goal of enabling national governments to attract resources from donors, government and industry through the preparation of a costed, strategic plan for strengthening veterinary services in priority areas as identified by the country.
2. That OIE facilitate member countries to use their strategic plans to enter into dialogue with potential funding sources to begin improving veterinary services in a coordinated manner in the region.
3. That national seminars and high-level briefings be used to motivate uptake of OIE's Gap Analysis tool and motivate a smaller number, but wider range of key stakeholders in the development of the strategic plan.
4. That the technical workshops on legislation, communication, emergency preparedness and laboratory quality assurance place greater emphasis on preparing participants to engage in the strategic planning process by giving them advocacy skills, a vision of best practice and an appreciation of the power of the technical functions in strengthening a veterinary service.
5. That given the early stages of development of the Gap Analysis, the refocused PSVS is developed in such a manner as to allow a systematic exploration of the processes, context and achievements to inform the ongoing application of the PVS tool and Gap Analysis in the region. One country would be selected as a case to take as far as possible from the conduct of the Gap Analysis through to dialogue for attracting resources for implementation of the resulting capacity building plan. The documentation of these processes, context and achievements would be based on methodologically defensible information, and would be designed with technical assistance (TORs are included in Annex 14).

Note: More detailed recommendations on specific changes at the activity level can be found in section 4.4

Financial and progress reporting. There were expressions of dissatisfaction with the quality of OIE's progress and financial reports to AusAID and the quality, regularity and timeliness of AAHL's activity and financial reports to OIE. There were also expressions of dissatisfaction by some countries about the lack of feedback from AAHL after AAHL's laboratory visits. Issues of dissemination of information within institutions and lack of clarity on requirements can explain some but not all of the problems. This Review was able to highlight to the parties how regular reporting of key components of the PSVS are fundamental to informing progress, future planning and securing partnership outcomes.

A key factor in the limited quality of the progress reports from AusAID implementation partners was the absence of a formal monitoring and evaluation system for the project to date, and limited awareness of what AusAID expectations were for quality progress reporting. A simple monitoring and evaluation system was developed after the review was finished.

Key recommendations for reporting:

6. That OIE and AAHL negotiate the specific frequency and content of activity and financial reports from AAHL, document the results of the negotiations and implement accordingly.
7. That AAHL negotiate how to improve communications with and feedback to country laboratories and implement measures accordingly.
8. That AAHL assemble and report to OIE the baseline data on the results of Gap Analysis and other assessments of laboratories.
9. That the implementation team prepares the next progress report applying the concepts discussed in the M&E workshop, and applying the tools developed for information collection and processing.

Project design. The PSVS went from concept straight through to mobilisation. There was no strategic framework or plan developed after the concept note. This was the primary factor that accounts for the focus on awareness raising rather than more substantive actions or development outcomes. It also limited the capacity of the Steering Committee to carefully analyse the strategic direction of the project including integration of gender outcomes into the on-going implementation design. There was a limited shared view of the end-of-project outcomes.

Although design is an extremely important step, for small value initiatives the design step need not be a lengthy resource intensive phase. Rather, an M&E specialist (with knowledge of gender equality outcomes and interventions) could facilitate a one to two day workshop with the team during the early stages of implementation. Such a workshop would review the strength of the program logic, achieve greater clarity of end-of-project outcomes and ensure there were sufficient interventions in place to achieve these outcomes. AusAID program managers could participate in this short activity by contributing important context, policy and development approach advice.

Key recommendation for design of smaller cost projects:

10. That AusAID consider including a simple design activity (workshop) into smaller cost projects between the concept and implementation phases.

The regional nature of OIE and the PSVS. It is understood that OIE does not have the resources or expressed role to conduct national level capacity building that is intensive enough to achieve substantive improvements in organisational performance of Veterinary Services. The regional dimension of their capacity building role is to raise awareness of, and demand for, strengthening

veterinary services in accordance with the OIE standards. These standards are especially important for trans-boundary issues where member countries benefit from working together to develop a shared view of effective veterinary services. Ideally, OIE focuses their work on building the capacity of member countries to (i) understand best principles and practices through the standards (ii) self assess their status and progress (iii) identify areas of need, and then (iv) attract resources nationally or from donors to work on a more comprehensive range of capacities at the national level.

In order to achieve national level engagement in the regional nature of OIE's work, there is a need to work at national level on certain topics such as those addressed in PSVS technical workshops (legislation, communications, emergency management, and laboratories). However, the risk is that the PSVS facilitators have drifted into seeing the outcomes of these workshops as building national capacity for improved organisational performance, rather than as a targeted mechanism to drive engagement and momentum for the adoption of the PSV tool, Gap Analysis, and articulation of need to national decision-makers and donors. The distinction in the design of the workshops is subtle, but has had an important effect on the outcome of the project and the perception of OIE's role in the region.

Lessons were also learned from the PSVS with respect to AusAID's regional programming in the following areas: (i) regional programming can represent good value for money; (ii) regional programming allows harmonisation and consistency of approach across member countries working on transboundary issues; (iii) clarity is needed on the role of national level engagement in the context of a regional project for regional programming to realise its potential; and (iv) the PSVS can directly support the new regional strategy. These lessons are more fully analysed in Section 4.3.

Key recommendations for integration of lessons for regional programming:

11. That OIE ensures that its regional role is reflected in the re-focused project.
12. That AusAID consider integrating the lessons learned from the PSVS into future strategic discussions on the role of regional programs.

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1. INTRODUCTION

The Project on Strengthening Veterinary Services (PSVS) is subject to an independent progress report as part of the agreement between AusAID and OIE. This progress report describes herein the approach taken by the Reviewers to understand the project, to evaluate the achievements of the project to date and to formulate advice to implementers toward maximising the outcomes by project end.

Overview of PSVS. The aim of the PSVS is to: *“enhance the capacity of countries in Southeast Asia to effectively detect and respond to emerging infectious diseases”*

Stated objectives are:

- *“to assist countries in Southeast Asia to improve veterinary services”* , and
- *“to enhance, in Southeast Asia, activities of the OIE/FAO-OFFLU Network²”*

The project has the following implementation features:

- A planned duration of 3 years, from 30 June 2007 to 30 June 2010, however, the project was not made operational until September 2007.
- Implementation to be by the World Organisation for Animal Health (OIE) through a project coordinator based at its Sub-regional Office in Bangkok, Thailand.
- Funds provided to OIE up to US\$1,907,850 by AusAID (US\$1.764M) and DAFF (US\$143,850).
- The focus to be on eight countries: Burma, Laos, Thailand, Cambodia, Vietnam, Indonesia, Malaysia and Philippines.

The project’s activities are listed below. Responsibilities for delivery are divided between the OIE implementation team in Bangkok and CSIRO’s Australian Animal Health Laboratory.

OIE implementation team activities:

- Capacity building workshops on legislation, communications and emergency preparedness. Key specialist representatives from each country’s veterinary services come together annually to report activity, receive specialist training, compare country status, share learning and develop activity-specific regional strategies and country work plans.
- High level briefings of ministers and directors general to promote engagement with the OIE, encourage the formal OIE evaluation of the country’s veterinary services, and gain support for the PSVS and SEAFMD project activities.
- Presentations to educate on OIE and strengthening veterinary services at national seminars attended by representatives from government veterinary services, private veterinary associations, a range of livestock industry associations and university academics.
- Presentations at national veterinary conferences of project countries to raise awareness among public and private veterinarians of OIE’s role in the region.
- Facilitation of the conduct of Performance of Veterinary Service (PVS) evaluations and Gap Analyses in the eight beneficiary countries.
- Liaise with relevant national, regional and international organisations and donors and ensure the PSVS is coordinated with other relevant activities in the region.

² OFFLU is the joint OIE-FAO network of expertise on influenza to support international efforts to control avian influenza and to share biological material and data to support development of vaccines.

AAHL activities:

- Annual visits by AAHL to veterinary laboratories in each of the project's countries to provide advice and training on improvement of quality assurance systems.
- Annual conduct of proficiency testing by AAHL to include sending of reference samples to laboratories for testing and reporting back of test results to AAHL.
- Annual training workshops for laboratory managers and diagnosticians to improve laboratory capacity and networking among the region's veterinary laboratories.

More details on the nature and extent of these activities are provided in Annex 1 and 2.

OIE's PVS and Gap Analysis tools. Central to an understanding of the theme developed in this report is an understanding of PVS evaluation³ and PVS Gap Analysis. These are explained briefly as follows:

PVS evaluations of a country's veterinary services are conducted independently by OIE trained experts who assess four main areas: 1. human, physical and financial resources, 2. technical authority and capability, 3. interaction with stakeholders, and 4. access to markets. PVS evaluations were introduced by OIE in 2006 and has been applied to over 80 countries including five Southeast Asian countries: Indonesia, Cambodia, Vietnam, Laos and the Philippines.

PVS evaluation is qualitative in nature and provides a basis for the country's veterinary services to understand where improvements are required, to measure progress in improvement, to verify compliance with OIE standards, and to identify priority areas for national and international financial support.

PVS Gap Analysis is a new activity introduced in early 2009 that is the next step after a PVS evaluation. The Gap Analysis is quantitative in nature, aimed at working with the country veterinary services to prepare a strategic plan to strengthen veterinary services that is compliant with OIE's quality standards in priority areas as identified by the country. The needs and resources are analysed and concrete actions identified including investment actions to correct these prioritised gaps. There is close consultation with national stakeholders, followed by detailed work planning and preliminary budgeting. It is then intended that OIE may be involved as a broker with its partners and donors to facilitate implementation of the strategic plan. So far nine countries have had Gap Analyses, none in Southeast Asia.

2. MATERIALS AND METHODS

Two Reviewers, an animal health specialist and a monitoring and evaluation specialist, conducted the review. The Terms of Reference of this Review are provided in Annex 3. Objectives included: identify project achievements, provide advice to improve implementation quality and gather lessons and options for future activities.

The field component occupied 18 days and included visits to three of the eight participating countries, namely Laos, the Philippines and Thailand. The countries were chosen purposively; Laos represented a limited resource environment, the Philippines represented a more developed and better resourced environment, and Thailand is the regional base for the project.

The Review comprised a series of in-depth interviews using qualitative questioning techniques seeking the perceptions of stakeholders and a desk review of documentation. People targeted for interviews were selected purposively according to their role in the project, or based on convenience. A lack of skilled translation affected the Reviewer's understanding of a small number of face-to-face interviews. Low sound quality and insufficient volume affected understanding of some telephone interviews.

The validity of findings was increased by using the following approach:

³ Also known as OIE Tool for the Evaluation of Performance of Veterinary Services.

- The number of interviews conducted and documents examined allowed cross referencing of information. Fifty one people were consulted either by face-to-face interview or teleconference (Annex 4 contains the itinerary; Annex 5 contains the names and organisations of people consulted). These included:
 - o AusAID officers in Bangkok
 - o OIE sub-regional team and Special Advisor
 - o PSVS steering committee members including from DAFF
 - o FAO
 - o Trainers and facilitators for technical workshops
 - o Senior officials in Thailand, Lao PDR and the Philippines with direct and indirect involvement in the project
 - o A representative from the ASEAN Secretariat
- Documents examined included:
 - o Six-monthly project progress reports
 - o Reports on technical workshops and national seminars
 - o Training, educational and evaluation materials used in workshops and seminars
 - o Agreements between DAFF, AusAID and OIE and between OIE and AAHL
 - o National and international aid strategy documents
 - o Minutes from steering committee meetings
 - o Financial reports, activity reports and risk management plans
- Document checklists for document review and an interview guide of questions for the in-depth interviews were developed to ensure the information requirements of the review Terms of Reference were met. These are shown in the Methodology which is attached as Annex 6.
- Good planning for the mission ensured sufficient time was allocated for interviews, discussions with the implementation team and for the Reviewers to process interview data and reflect on findings.
- The different professional disciplines of the two Reviewers combined with their previous experience in working in animal and human health development projects in Southeast Asia and evaluating animal health projects assisted the achievement of a balanced and grounded perspective during the review process.
- Interview and document review findings were processed by categorising the findings according to their relevance to the key evaluation questions shown in the methodology at the end of Annex 6.

To enhance utilisation of findings, input was sought from the implementation team and AusAID into the methodology of the Review and opportunity was provided to discuss the findings and feasibility of recommendations before the final report was submitted.

3. FINDINGS

This section describes the main findings. The detailed findings for each of the Review questions that underpin this section are located in Annex 7. Some recommendations are made in the narrative of this section. All of these recommendations plus others are listed with supporting information in the following Section 4: Recommendations.

3.1 Continuing relevance of the project

3.1.1 Priority of the project in the context of emerging infectious disease

Planet needs for veterinary services. The One World One Health concept of establishing a more interdisciplinary and cross-sectoral approach to preventing epidemics in humans and animals and maintaining ecosystem integrity is gaining momentum. Emerging and reemerging diseases such as BSE, HPAI, SARs, West Nile virus, Nipah virus, Ebola haemorrhagic fever, swine flu and Hendra virus have spurred this momentum.

Human health authorities agree to the increasing importance of preventing and controlling zoonotic diseases at source. This supports animal health authorities work on prevention, and the need to rapidly identify and respond to disease incursions and is implicit to the One World One Health approach. A key issue will be how to ensure veterinary, public health, and environment services work together so that institutional silos disappear.

Many of the major human diseases of today such as HIV/AIDs, human influenza, measles and diphtheria and probably tuberculosis and malaria originated directly from animals at some point in history.⁴ Therefore, although current emerging zoonotic diseases have relatively little impact on human health today compared to the major human diseases, this may not always remain the case.

The demand for livestock products, especially as meat, in developing countries is rapidly increasing, driven by population growth, urbanisation and increased income. As a result, livestock is one of the fastest growing agricultural subsectors in developing countries – its share of agricultural GDP is 33% and rapidly rising.⁵ The demand for livestock products in developing countries is mostly met by local production. This represents a major opportunity for reduction in poverty and improved food security and nutrition for nearly a billion poor people in developing countries who farm livestock for their livelihoods and subsistence.⁵

The negative impacts of increased livestock production are of major concern. And the future role of veterinary services could well involve not just detecting and controlling emerging zoonotic diseases, but playing a role with others in controlling non-disease impacts of livestock production. These include negative impacts such as greenhouse gas emissions, pollution, land degradation and reduction in biodiversity; as well as the above-mentioned positive impacts: improved nutrition, food security and alleviation of poverty.

The responsibility at farm level for mitigating the negative and enhancing the positive impacts of livestock production on a planet under increasing stress will be a shared one involving veterinary services, industry and health and environmental organisations. Government veterinary services will play an important, if not the key, regulatory and risk communications role. Capacity in legislation, communications and emergency preparedness will become increasingly important as the need to control the numbers and location of livestock, how they are managed and by whom, and the consequences of lapses of control, become increasingly important.

3.1.2 Priority of the project for Southeast Asia

Relevance of veterinary services. The relevance of this project has its foundations in the relevance of veterinary services to Southeast Asia. Traditional responsibilities of simply preventing and controlling endemic animal diseases are no longer enough; the expectation for veterinary services is now the early detection and rapid response to emerging or reemerging animal diseases and safeguarding human health by controlling zoonoses and pathogens in food from animal sources. High profile transboundary disease events such as SARS, HPAI and pandemic influenza A H1N1, sweeping the

⁴ Slingenbergh *et al.* Ecological sources of zoonotic diseases. Rev sci tech Off int Epiz 2004, 23: 467-484

⁵ See www.siteresources.worldbank.org/INTARD/Resources/FinalMindingtheStock.pdf Minding the stock - Bringing Public Policy to Bear on Livestock Sector Development. World Bank 2009

region in recent years have increased the awareness of the important role of veterinary services among both government and industry to deliver on these expectations.

The higher level expectations of veterinary services that apply in developed countries that arose from increased size and prosperity of the livestock sector and increased standards of living generally, are not far distant in time for Southeast Asia. Community and industry will come to demand the safeguarding of animal welfare and production efficiency and providing official sanitary certification for domestic and international trade of animals and animal products as the sector grows and disposable incomes in the community increase. Therefore, the responsibilities of veterinary services and hence the relevance of this project has increased and will continue to increase.

Relevance of OIE standards and evaluation tools. OIE sets the global standards for quality of veterinary services to which countries around the world, including in Southeast Asia, aspire. A general observation by the Review team based on interviews and review of documents was that countries in Southeast Asia acknowledge that application of the OIE codes could be improved and that reading of OIE's animal health codes does not give a meaningful understanding of how to use the codes to their advantage. They also have insufficient understanding of the role of the new OIE tools for evaluation and strategic planning of veterinary services and how these can be used to their advantage. There is also scope for a much greater understanding at all levels of what a high quality veterinary service might look like in Southeast Asia and the economic benefits that it can bring to a country. The PSVS promotes awareness of OIE's standards and understanding of the PVS evaluation tool in Southeast Asia and hence is relevant to countries wanting to reap the benefits of strengthened veterinary services.

Relevance to country needs. The veterinary services of some countries in Southeast Asia have been recognised by OIE, ASEAN and other international animal health organisations as needing strengthening in a number of important areas. These areas include veterinary legislation, communication, emergency preparedness and laboratory capacity. The PSVS project, through its technical workshops on legislation, communication and emergency preparedness and the laboratory-based activities of AAHL to improve quality assurance in laboratories, are intended to build capacity in these areas. The project's activities are therefore relevant to country needs, and areas where needs are shared across the sub-region.

However, in general, central to the above mentioned shortcomings are limited capacity to respond to the PVS evaluation findings, plan strategically for the development of veterinary services, and insufficient funding. The interaction between government and industry stakeholders and the linkages of veterinary services with public health and other agencies that are features of strong veterinary services in developed countries also need improving.

While some PSVS activities, such as national seminars, aim to expand the interaction and the coverage to other sectors, this has not been approached in a systematic way. Thus, the PSVS is addressing this fundamental weakness in some way but not systematically or not with clarity of approach. It would appear then, that the PSVS should consider refocusing some of its activities in an attempt to address these shortcomings. This will be elaborated on in Section 4.

Harmonisation. Given the amount and nature of aid activity being conducted by technical agencies such as FAO and by other donors in Southeast Asia, the extent of OIE's investment in and hence relevance to regional and country-level capacity building needs careful consideration. The risk is that OIE may become just like any other institution working in the same areas and facing the same challenges.

Since 2004, usually as part of HPAI emergency funding, there have been activities implemented by FAO and donors, usually in the form of short to medium term consultancies, technical advisory positions and running training courses that have targeted legislation, communications, emergency preparedness and laboratory diagnostic capability - similar activities as targeted by the PSVS. The tendency has been to try to build capacity in one to three year time frames which are short and may

inhibit progress toward sustained outcomes. The main problem is that recipient countries do not, in early stages of development, have sufficient institutional capacity⁶ to sustain early achievements. An example is Laos where there are few veterinarians (<70⁷) available to provide a framework for capacity building activities.

Multiple donor agencies, such as are active in Southeast Asia, can lead to duplication and lack of coordination at both strategic and implementation levels of activities. The implications are that activities overlap or are duplicated and confound each other if donors put different emphases on how things should be done. Examples of confounding are where successive consultants working for different donors alter the direction of development of legislation or change the laboratory techniques introduced by the previous consultant. There would appear to be a role here for OIE, as the international animal health standard setting inter-governmental organisation, to coordinate, facilitate and set standards for activities rather than simply to contribute with extra activity focused on capacity building. The PSVS is taking the first exploratory steps on the journey to discover how to fulfill such a role.

Lessons from HPAI. The urgency to conduct an emergency response to HPAI in Southeast Asia has diminished if not completely passed. Consequently, some of the funding from smaller donors has dried up. Among the larger donors however, there has been a shift to providing aid for building capacity of veterinary services with the realisation that it is cheaper to prevent emergencies such as HPAI rather than “treat” them. In 2006, the World Bank⁸ estimated that in Southeast Asia more than 140 million birds had been destroyed or died. Losses to the poultry industry were in excess of US\$10 billion. Arguably, real and adequate investment in strengthening veterinary services in Southeast Asia could have averted some of these losses and possibly losses from many other transboundary diseases⁹.

Relevance to OIE's role in the region. OIE is well known globally for its role in collating and disseminating transboundary disease information, its published standards and guidelines on animal health and welfare and its role as the designated international reference body for the World Trade Organization. Its initiative to improve quality of veterinary services in developing countries is relatively new. In Southeast Asia, OIE is working to develop stronger links with individual countries, ASEAN, and other international animal health services and donors to promote this initiative.

It is understood that OIE does not have the resources or expressed role to conduct national level capacity building that is intensive enough to achieve substantive improvements in organisational performance of Veterinary Services. The regional dimension of their capacity building role is to raise awareness of, and demand for strengthening veterinary services in accordance with the OIE international standards - to influence the policy agenda around veterinary services. These standards are especially important for trans-boundary issues where member countries benefit from working together to develop a shared view of effective veterinary services. OIE focuses their work on building the capacity of member countries to understand the ideal through the standards, self assess their status and progress, identify areas of need, and then attract resources nationally or from donors to work on a more comprehensive range of capacities at the national level. At the same time there are other regional mechanisms for coordination such as GF-TADS and the ASEAN Sectoral Working Group on Livestock who play an important coordination role.

⁶ ie budget, governance, critical mass of trained personnel, private partnerships, organisational linkages etc

⁷ Source: 2002 data from OIE Handistatus at www.oie.int/

⁸ World Bank 2006. Avian Flu Economic Analysis: Global Program for Avian Influenza and Human Pandemic. Full report available at <http://www.worldbank.org/eapupdate>

⁹ Such as foot and mouth disease, Nipah virus, hog cholera, brucellosis and rabies

In order to achieve national level engagement in the regional nature of OIE's work, there is a need to work at national level on certain topics such as those addressed in PSVS technical workshops (legislation, communications, emergency management, and laboratories). However, the risk is that the PSVS facilitators have drifted into seeing the outcomes of these workshops as building national capacity for improved organisational performance, rather than as a targeted mechanism to drive engagement and momentum for the adoption of the PSV tool, Gap Analysis, and articulation of need to national decision-makers and donors. The distinction in the design of the workshops is subtle, but has had an important effect on the outcome of the project and the perception of OIE's role in the region. Several donor respondents reported a blurring of OIE's role with the conduct of the technical workshops. This may have been mitigated by working closely with key donor partners to articulate the intent of these workshops, and the potential role of donor partners in the longer-term outcomes of supporting national plans to strengthen veterinary services.

3.1.3 Relevance to AusAID's policy environment

Areas of consistency. In its current state, the project is broadly consistent with aspects of the Pandemics and Emerging Infectious Diseases Strategy 2006-2010, in that it is helping partner countries build and maintain capacities, systems and protocols in the areas of planning, preparation and underlying animal health systems through regional or multilateral agencies (in this case OIE). It is easy to fit the project under the four objectives of this broad strategy. Annex 8 demonstrates this fit in more detail to inform the forthcoming AusAID EID Strategy Review.

The project is broadly consistent with the Draft Asia Regional Engagement Strategy 2009-15 Performance Assessment Framework in that it attempts to promote sustainable productive partnerships between ASEAN member countries through the laboratory networking component of the project (under Priority Outcome 2) and attempts to enhance understanding of how to plan, prepare, recognise, control and respond to outbreaks of emerging infectious diseases among ASEAN country member animal health managers (under Priority Outcome 3). PSVS is also making a significant contribution to influencing policy agendas around veterinary services in member countries (Strategic outcome 2), and enhancing OIE's mandate and role as one of the key regional institutions with respect to animal health (strategic outcome 1)

Areas of inconsistency. The project requires further work for it to achieve better the policy expectations outlined in Promoting Practical Sustainability (September 2000). Sustainability is further discussed in section 3.2.

The PSVS is not fully consistent with the policies outlined in Gender Equality in Australia's Aid Program – Why and How (March 2007). Refer to section 3.5 Gender for further discussion.

3.2 Achievement of sustainable outcomes and quality of deliverables

3.2.1 General findings

Shared understanding of end-of-project outcomes. This review found that among the different stakeholders (OIE project team including the Special Advisor, workshop facilitators, participants at technical workshops, FAO, ASEAN and AusAID) there was a range of views on what the end-of-project outcomes should be. Views ranged from the simple (*raised awareness, better educated, engagement stimulated and better base-line data*) through to the far reaching (*improved veterinary services at the national level, improved veterinary services at the regional level*).

There were different understandings among the OIE project team and facilitators. Views were divided as to whether the project was simply raising awareness and educating in the hope of '*getting the ball rolling*' with no further outcome really expected, or whether participants at seminars, conferences and technical workshops were expected to take substantive action and achieve real development outcomes upon return to their workplace. The differing views will have affected progress toward achieving sustainable end-of-project outcomes.

Broad achievements and sustainability. In general, the project activities including the laboratory-based activities, were effective in increasing awareness and knowledge. The quality of implementation of the PSVS have been enhanced by the reputation, credibility and competence of the implementation team and in particular the experience and expertise of the OIE special advisor and the OIE SRR regional coordinator – their messages, designed to raise awareness, were clear and informative.

The value for money of the PSVS has also been enhanced by its association with the long running OIE SEAFMD program. Much has been leveraged from that program including access to countries, organisations and their key people, the knowledge of the protocols and processes by which business is necessarily conducted in Southeast Asia with countries, ASEAN and donors; and formats for preparation and conduct of seminars, workshops and meetings.

Changes in workplace or institutional practices that could be ascribed to the project were small. Participants were in the main, not sufficiently senior and in institutional environments not sufficiently resourced, to make change. These constraints were generally not well catered for by the implementation team when the project was conceived, or understood by the facilitators when the workshops and seminars were held. There appears to have been only low level discussion of these constraints during the workshops and seminars and they were only partially mentioned in a risk matrix prepared recently by the incoming PSVS manager. Lack of human and financial resources, unprepared minds of colleagues, managers and senior executive, and the long time frames to change culture, processes (including laws) and operational structures in organisations are obstacles even in developed countries.

A general unintended consequence of the PSVS may be a reluctance to attend further meetings and participate in workshops arising from the difficulties in following-up on recommendations made in the workshops and seminars. The second legislation workshop had only 50% repeat attenders. Repeat attendance rates at second round workshops in the other topics will support or discredit this point. The frustrations and workshop fatigue potentially discourage participation in future strategic planning workshops.

One would also expect a level of guardedness to develop among political and senior executives who have to continually deal with the aftermath of suggestions, recommendations and expectations from these events. If minds have not been readied for action then it is difficult for them to act. Better outcomes from workshops and particularly seminars might be achieved if beforehand the PSVS could engage decision makers and prepare them with ideas and options to deal with recommendations particularly pathways to funding activities.

3.2.2 High level briefings

Achievements. The OIE special advisor and the SRR-SEA manager talk with high level ASEAN officials at various global and regional meetings to promote OIE and PSVS activities and establish linkages with regional structures. The reputations, credibility and competence of the OIE special advisor and OIE-SRR manager who deliver this activity are very high. The SRR-SEA manager has secured a position as observer on the ASEAN Sectoral Working Group for Livestock (ASWGL). This position can assist the tabling of recommendations for endorsement by ASEAN, endorsements that can be used to advocate support for OIE initiatives including the PSVS from individual countries. A standing agenda item on strengthening veterinary services has been included in ASWGL meetings giving an opportunity to report on progress in the PSVS.

The visibility of the recently founded subregional OIE office has been increased by the PSVS largely due to the high level visits and national level presentations by the OIE special advisor and the manager SRR SEA. The increased visibility helps OIE fulfill its mandate of providing regionally adapted services to its members and promote the use of PVS evaluation and Gap Analysis tools.

Recognition by the region's international animal health services and donors of the subregional presence of an established OIE office will benefit efforts to harmonise aid initiatives. It also allows OIE to inform the capacity building activities of donors with respect to OIE standards. The September 2009 joint FAO/OIE laboratory network and biosafety meeting in Bangkok which is funded by AusAID (through the PSVS), Japan TF and USDA is an example of such harmonisation, promotion and incorporation of standards.

The above mentioned arrangements are a means for AusAID to take advantage of regional structures, namely ASEAN and OIE's SRR, to influence regional animal health policy. These arrangements illustrate that the building blocks are in place for OIE to establish its niche as a facilitator of the development of country strategic plans through the PVS Gap Analysis process and link with sources of funding.

However, discussions occurring at high level meetings were mainly broad ranging without highlighting clear strategic messages. The Director General of the Philippines, the only high level country official met, knew little about the PSVS. Progress reports and minutes of steering committee meetings did not highlight strategic contributions of this activity aside from reporting that the meetings occurred.

3.2.3 National seminars

Achievements. The national seminars have raised awareness. Participants reported being better informed about the existence and role of OIE and the OIE standards and the purpose of the PVS tools. They also understood the need for cross-sectoral collaboration between animal, human health and environmental agencies to respond to emerging diseases. The need for wider engagement of government with the livestock industries and the private veterinary and university sectors at the national level to strengthen veterinary services was also recognised.

However, action arising from raising awareness has been limited. This is not unexpected because of the one-off nature of the seminars. Other factors include lack of a strategy for further action for participants to take home from the seminars, presentations not clearly linked to the goals of the PSVS, lack of connection to, timing of, and reason for technical workshops, and institutional enabling environments not suitably prepared. Another factor is that the seminars were probably not meaningful in a strategic way to most participants – they thought that the information was nice to know but had not been convinced of its relevance to their current or future day to day work.

To get better value from national seminars, consideration should be given to modifying the format and content of national seminars to motivate engagement in the wide range of stakeholder present toward the post seminar development of a strategic plan for strengthening veterinary services. Promoting the uptake of PVS tools to assist this could be a central theme. This concept is discussed in more detail later.

Quality of delivery. The presentation topics appeared informative, awareness raising and educational, and the quality of technical content was high, much of it drawn from material available on the OIE websites. However, the key messages at the national seminars were not prescriptive of further action, did not contain compelling information to motivate action, were not targeted at decision-makers and were lost among less important messages.

Language issues and inadequate time for discussion after each power point presentation are likely to have occurred based on the relatively large numbers of slides required to be presented in relatively short periods of time allocated (ie 30 slides in 20 minutes). Allocated presentation times were likely exceeded or slides presented too quickly for the participants to understand content fully, particularly for those with limited English, or both.

Many hours of successive power point presentations, sometimes for three-quarters of the day would be followed by a short session of group discussions where there was limited time to discuss and reflect on the seminar information and group tasks. For one seminar, participants remembered the

venue as being too cold and the large number of participants made it too noisy. The large crowd limited questions between power point presentations and there were too many people to have useful discussions in group sessions.

Topics for group discussions were laudable (ie '*How can veterinary services be improved in Myanmar?*') but the recommendations were mostly not actionable. Some topics for discussion (ie '*How can we improve this seminar?*') may have distracted from strategic thinking. There appears to have been insufficient discussion or recommendations on collaborative next steps and planning to strengthen veterinary services. The inferred intention that seminars would stimulate cross-sectoral collaboration does not appear at this stage to have resulted in ongoing post seminar collaboration. However, stakeholders would at least be sensitive to the need to do so which may be important if there are future initiatives toward strategic planning that the PSVS or OIE wish to facilitate.

Unintended outcomes. The national seminars caused frustration among some participants because of lack of follow-up to recommendations made in the seminars and may have jeopardised participation of key people at further workshops of this nature.

3.2.4 Technical workshops (legislation, communications, emergency preparedness)

Achievements. Participants at technical workshops developed a better understanding of good practices and could compare the performance of aspects of their own country's veterinary services with others. There are no other projects bringing people from different Southeast Asian countries together to compare and contrast the performance of legislative, emergency preparedness and laboratory capacity aspects of the different veterinary services.¹⁰ Participants could also identify and prioritise the areas for development, and form a view of what good practice to support veterinary services looks like. This is good preparation for any planning process that they might become involved in.

The presence of FAO representatives at two of the four workshops was an opportunity to inform these individuals of OIE's quality standards and other considerations for in-country capacity building activities by FAO. Other donors, especially the World Bank with their special interest in PVS evaluations, would probably also have benefited from attending.

All countries were already active in progressing legislation, communication and emergency preparedness, albeit, very slowly in some countries. The need to strengthen these areas was one of the stark lessons of their HPAI experience. FAO and donors had provided considerable in-country support usually by providing short term consultants. The technical workshops of the PSVS were therefore a catalyst for further incorporation of good principles and practices based on OIE standards in these areas. The level of activity incited in a country depended on the stage of development of these areas in the country.

In some cases the catalyst effect was significant, such as with the legislation workshop for the Philippines where lawyers and veterinarians involved with drafting a new Philippines Animal Health Act attended. After the first workshop, they formed a technical working group which met weekly to draft the new Act. Best practices and animal health principles learned at the workshops were listed to help govern the Act and were included in revisions.

The PSVS has contributed to the development of guidelines in the areas of legislation and communication to support implementation of OIE standards. Workshop reports to OIE showing the legislative and governance weaknesses in the region (from the analysis of a questionnaire completed by participating countries), the rapid progress being made in legislation in the region and the important need for guidelines, helped spur the finalisation and distribution OIE's global guidelines on legislation and governance.

¹⁰ There have however been a number of forums on animal health communications conducted by OIE, FAO and various donors.

Draft generic animal health communication guidelines were developed in a highly participatory fashion giving a strong sense of regional ownership to participants. It was intended that the draft guidelines form the basis of a sub-regional communications strategy leading to consistency in country's actions across the region. Although the reviewers consider the content of the draft sub-regional strategy reflective of good practice, the concern was related to how countries were expected to apply the strategy. Most countries did not yet have the organisational structure or resources to operate at the level described in the strategy. The Philippines was tasked to pilot application of the sub-regional strategy, but had found it difficult to make it operational given their stage of development in animal health communications. Even after making adaptations to the strategy for the Philippines, the participant found it difficult to articulate how this would be progressed.

A necessary inclusion in future workshops will be how to make the guidelines operational, and in particular, how institutional constraints can be overcome. This would not provide a quick fix for the Philippines to achieve their workshop-allocated task of customising and implementing the guidelines, however it would provide a strategy that is more likely to be successful over the medium to long term. The invited facilitators of future workshops will need to be briefed well on the institutional environments and resource constraints that participants return to post workshop.

Quality of delivery. The quality of technical content of the workshops was high based on the examination of the training materials provided. The quality and depth of discussions appear to have been generally good. The expertise of the facilitators and the relatively small number of participants (12-16) contributed to this, however, the number, duration and complexity of power point presentations appeared excessive and shortened the time available for more effective interactive discussion and reflective learning.

Some facilitators would have benefited from getting clarity on end-of-project outcomes and a briefing on institutional constraints that participants return to. This would have enhanced content and focus of the workshops.

The quality of intelligence gathered from participants was low because the presentation of country reports and questionnaires were designed to benefit other participants and guide facilitators rather than for the larger purpose of collecting baseline data. Although some country reports were invited and hence thoughtfully prepared, others were impromptu and may not have provided the useful information that they might have otherwise. Also it appears that some of the lists generated by group discussion were random rather than country-specific making them useful perhaps for identifying regional needs but less useful for identifying the arguably more important individual country needs.

The quality of individual and group work plans was generally low. Work plans were mostly in the form of short checklists of next steps for individuals to action when they returned home or pools of random ideas generated by group discussions for which there was no specific action clarified.

Diverse levels of English affected quality of interaction by some participants – participants interviewed would have preferred facilitators to have spoken more slowly. Facilitator perceptions of language issues revealed that they were not fully aware of the extent to which their English was not understood.

Time allocated in workshop schedules for presentations and group discussion was as low as four hours on some days after time for opening or closing ceremonies, two 30 minute coffee breaks and 90 minute lunch breaks were deducted from the day's schedule. This may not be value for money if breaks are not being used productively to continue discussions or strengthen relationships with participants from other countries.

Factors affecting sustainability. The workshops are scheduled annually, run for two to three days with 4 to 6 hours work per day – this may not be sufficient intervention to properly prepare them to

make, influence or advocate for change. Many participants were not of a sufficiently senior level to make decisions on adoption of what they had learned or to influence the senior executive level of their organisations. The workshops were not designed to provide participants with skills in advocacy for organisational change.

Not all participants worked in the area which was the topic of the workshop. There were insufficient representatives from each country to form a critical mass of like-minded, knowledgeable people that as a group might have influence upon return home. A large amount of workshop and meeting activity from other donors in the region probably diverted attention and attendance of the most appropriate people. Only 50% of the workshop participants at the first legislation workshop attended the second legislation workshop presumably because of other commitments.

In essence, too few participants were sufficiently well-equipped, positioned, motivated or well-trained by the activities to effect changes. With this approach, technical workshops do not result in sufficient concrete action to be considered value for money even though the services of the Australian and New Zealand workshop facilitators were free.¹¹

If however, the focus of the PSVS should shift to assisting countries to develop a strategic plan to attract donor funds, these technical workshops, with a slight change in emphasis may become real value for money. If participants were given: a vision of what good legislation looks like and how a legislation section operates in veterinary services, an understanding of the power of good legislation and how to start to making changes in their work place, and advocacy techniques guaranteeing their participation in any strategic planning process, there are potentially far-reaching effects if they can connect to a strategic planning process.

With a new focus, quality of participants is less critical, pressure and stress on participants to effect change is less and the emphasis for facilitators will be on preparing participants for proactive input into their country's strategic planning process.

Unintended outcomes. It was originally thought that the technical workshops on legislation, communications and emergency preparedness would be the flagships of the PSVS. This notion was based on the expectation that participants would be senior decision makers, with good English, easily trained, well advanced in their awareness, secure in their power and would be rendered sufficiently effective for true national level capacity building in their country with once a year interventions.

Although this type of participant could rarely be procured, optimism that capacity building could be achieved from the workshops has continued until recently when this review identified that several participants have felt overwhelmed by the difficulty in completing workshop-allocated tasks on return to the workplace. This has caused a rethink of the value of the workshops and some may even have to be dropped in favour of modified national seminars (*as mentioned in previous section*) if time is short.

The workshops and seminars conducted by the PSVS have added to workshop fatigue. Veterinary services of developing countries are continually expected to send English speaking representatives from among their relatively small numbers of staff to a large number of workshops and meetings in the region. Workshop fatigue then sets in when an excessive number of workshops are attended by a participant causing them to be overwhelmed by the volume of information they must process and the post workshop demands placed upon them.

The quality of input into workshops and meetings of the PSVS has been adversely affected by workshop fatigue. People that should be attending are at other workshops or are busy doing the work of other staff attending workshops. In the light of these findings, any proposed new workshops

¹¹ only accommodation, airfares and per diem are paid by the PSVS.

such as the week-long *Training Course On Management Of Veterinary Services For Middle And Senior Officers* may need to be reconsidered.

As discussed above, engagement of OIE in activities seen by donors as national-capacity building may be distracting from their role as promoting regional standards, and supporting countries to articulate their capacity needs with respect to strengthening veterinary services.

3.2.5 Presentations at veterinary conferences

These presentations, to large numbers of public and private veterinarians during veterinary conference plenary sessions, were probably of educational benefit to some individuals but otherwise made a limited contribution to advance strengthening of a country's veterinary services. The content of presentations was not linked closely enough to PSVS's objectives to stimulate action among participants. Even if content was changed to be more targeted and motivational toward strategic planning for stronger veterinary services, this activity cannot be regarded as sufficient value for money compared to other alternatives- veterinary conference participants interviewed including one organiser could not remember the topic, messages or content of presentations at veterinary conferences. Offering to talk at veterinary conferences as part of the PSVS should be reconsidered - dropping this activity may free-up time and money to support other activities that are more effective at meeting end-of-PSVS outcomes.

3.2.6 Meetings with donors

The project team has expended significant efforts in meeting with other donors with the general intent of good coordination and harmonisation of activities, and raising awareness of OIE's role in the region. However, discussions with donors were probably conducted without clear end-of-project outcomes of PSVS in mind.

Some meetings may not have had agendas directly relevant to the PSVS. The continued presence of OIE at these meetings is however important if soliciting resources from donors to fund aspects of a clear strategic plan (which should also harmonise donor contributions) is to become a regional role of OIE. PSVS representations armed with a clear view of the PSVS end-of-project outcome and the strategy to get there could influence the outcomes of these meetings to the advantage of OIE and the PSVS.

3.2.7 PVS evaluations and Gap Analyses.

There has been little activity in this component of the project dedicated to using OIE's PVS and Gap Analysis tools to evaluate and strategically plan the strengthening of country veterinary services. This relative inactivity is partly explained by four of the eight participant countries (Laos, Cambodia, Vietnam, Indonesia) having had PVS evaluations before the project started (in 2006/7), and the Gap Analysis (aka strategic planning) tool being very new. The latter was developed and introduced in early 2009 ; it has so far been applied in nine countries, none in Southeast Asia. A view that movement in this area is dependent on the country taking the initiative is correct. However, countries may have benefited from more targeted interventions designed to motivate uptake.

Of the other four countries, the Philippines was evaluated during the first year of the project, Malaysia and Thailand are currently being lobbied and Myanmar was lately convinced to apply for a PVS evaluation (and it should be conducted in the next month). It is unknown why Malaysia and Thailand are reluctant to progress PVS evaluation but the possibility of negative trade implications and impressions that PVS evaluations are designed for the benefit of less well developed countries are suspected reasons. Only two countries, Vietnam and the Philippines, have expressed interest in progressing to having a Gap Analysis conducted. If OIE could kick-start this process, then they would be more able to focus on assisting countries to assess and articulate their needs to donors, and better plan for strengthening their veterinary services.

In the Reviewers' opinion, **uptake of Gap Analysis by countries is essential to the PSVS achieving positive sustainable outcomes**. In theory, the sequential process of conducting a PVS evaluation followed by the development of a costed-strategic plan for strengthening veterinary services as part of the Gap Analysis should lead to dialogue with donors or within governments and receipt of funding. A very important niche is then created for OIE as the facilitator of this process. Without uptake of Gap Analysis, the project's current activities and OIE's post project activities become exercises of lesser benefit.

There are limitations in conducting Gap Analyses as part of the PSVS. It is still in its developmental stages and few experts have been trained to conduct them and regionally trained experts are not yet available. Hence, there may be uncertainty about the conduct of the process and its outcomes and there may be logistical difficulties in organising them in the time remaining in the PSVS.

Given the importance of Gap Analyses to the PSVS, it becomes imperative then, to somehow motivate countries to take advantage of OIE's Gap Analysis tool. The arguments most likely to convince countries to apply for a Gap Analysis and develop a strategic plan for strengthening veterinary services are economic ones. The PSVS should consider arming itself with arguments that can attract the attention of ministers and directors general at high-level briefings and regional meetings (ie ASEAN) and veterinary and industry leaders at national seminars. These arguments might include:

- the economic benefits to the country of veterinary service by way of Gap Analysis providing access to significant donor or national government funding
- the economic benefits to the country of a strong veterinary services that improves human health and animal production
- the economic benefits to the country or an industry from access to rich export markets for livestock and livestock products enabled by a strong veterinary service
- the insurance benefits to the country or industry that a strong veterinary services offers against economic decline or even collapse associated with an emerging infectious zoonotic disease

With the uptake of Gap Analysis and push for strategic planning, the context and importance of the technical workshops and national seminars changes dramatically. They become strategically important to produce aware and educated participants for the important task of providing input into the Gap Analysis/strategic planning process. The participants would now be sought after for their special skill, knowledge and experience in areas vital to the planning process.

The Gap Analysis and strategic planning process, facilitated by OIE, would bring together the different stakeholders, public and private, that were represented at any national seminar.

3.2.8 Laboratory capacity building

Achievements. AAHL has been active for many years in the region working with different laboratories on other projects. The laboratory component of the PSVS has leveraged off these activities because AAHL has a good reputation in the region and its experts were familiar with some of the laboratories and the key people in them. This leverage represents value for money. Without collaboration with OIE in this project, AAHL would not have had access to the laboratories of four countries. AAHL, through the PSVS and other funding, is the only group providing assistance with veterinary laboratory quality assurance, biosafety and conducting proficiency testing in Southeast Asia, thereby filling an important gap.

The laboratory-based activities of AAHL are making progress in some areas. The technical information provided by the AAHL facilitators to laboratory staff have been highly relevant to the laboratory's needs. Improvements have occurred in laboratory processes in some countries and procedures where no major outlays in funding have been required such as improvements in workflows, introducing measures to prevent cross contamination, including internal quality controls

for some tests and introducing documentation for quality control. Proficiency testing results have increased the appreciation in some laboratories of value of proficiency testing and the need to improve quality assurance and quality control.

The information gathered from the assessment visits and gap analyses for individual laboratories appears to be good quality based on examination of visit reports and one completed Gap Analysis. However, a summary of base line data suitable for comparing needs of laboratories to inform OIE and donors has not yet been produced.

Quality of delivery. The quality of the AAHL scientists visiting the laboratories is world class yet their ability to share their expertise in discussions and by training of laboratory staff has been hampered by difficulties in communicating with laboratories to arrange visits. Respondents reported that staffing, workload, language and technology issues have led to emails, phone calls and faxes not always being responded to which has adversely affected timely arrangement of visits and the quality of the visits when they have occurred. As a result, visits were sometimes short notice (some only a few days) and of short duration (one or two days) and preparations by laboratories for the visits sometimes inadequate. There was insufficient time for thorough training of bench scientists, to conduct laboratory assessments and to trouble shoot diagnostic errors, and some key staff were away when the visits occurred.

The week-long project initiation workshop conducted by AAHL in early 2008 set out the aims, objectives and conduct of the project and trained participants in laboratory procedures including biosafety, proficiency testing, quality assurance, quality control and use of laboratory assessment tools. However, the workshop was not attended by a representative from the Laos laboratory and the representatives from the partnering Thailand and Philippines laboratories had little ongoing involvement in the project's activities after they returned home. As a result, further involvement of these laboratories in the project became the responsibility of people not properly briefed or trained for the task and explains some of the problems with project implementation in these three countries.

Sustainability. Challenges associated with institutional capacity have limited adoption of recommendations arising from the laboratory assessment visits when significant financial and other resources are required. For example, biosafety concerns cannot be addressed because of lack of funds and other resources. Some laboratory staff are probably overwhelmed by long lists of recommendations for which full implementation is impossible. A deficiency of this activity is the lack of strategy for further action.

There is little evidence of laboratory networking in the region outside of attending meetings and workshops organised by OIE and FAO. It appears that coordination of donor support for the region's laboratories has only just commenced following a multidonor consultative meeting in June 2009 in which OIE and AAHL participated.

Expressions of dissatisfaction with the quality, regularity and timeliness of financial and activity reporting by AAHL have been made by OIE and these have filtered through to AusAID. Partnership outcomes should not be affected if AAHL is aware of this dissatisfaction and seeks OIE's assistance to clarify the exact nature of the problems, acts swiftly to rectify any deficiencies and is generally much more proactive in identifying and meeting OIE's need for timely, quality reports. At the same time, OIE should, to be doubly sure its requirements are clear and consider introducing greater assertiveness and tighter specifications in its agreements with and instructions to AAHL.

Some key laboratory staff interviewed expressed disappointment that post visit reports by AAHL on laboratory assessments, proficiency testing and other information arising from or offered during visits were not provided. However, they had not followed up on their concerns by trying to contact AAHL for the information, and in some cases had not responded to AAHL's attempts to make contact via email or phone. Problems with dissemination of information in laboratories and long periods of time between visits (up to 12 months) or without contact (up to 12 months) by AAHL may underlie perceptions of lack of reporting by laboratories, but nonetheless, these perceptions need managing.

Extra visits to identify suitable counterparts and correct deficiencies in skills and knowledge and solve communication problems could not be conducted within the budget available.

3.3 Effectiveness and efficiency of project management systems

This section covers governance, strategic and annual planning and financial reporting. Section 3.4 addresses monitoring, evaluation, reporting and risk management.

Steering Committee function. The Steering Committee has been challenged in providing sufficient strategic guidance, governance and oversight of the PSVS. This has resulted in insufficient consideration of a number of issues, some critical, to the success of the project. These issues include:

- the need for a full time PSVS manager at the commencement of the project
- the delay in appointing a full-time project manager until two-thirds of the way through the PSVS
- defining further the broad objectives of the PSVS and how to achieve realistic sustainable end-of-project outcomes
- strategic planning for regional linkage outcomes
- measures to advance gender equality through the PSVS
- installing an operational monitoring and evaluation system
- financial reporting to assist operational management of the PSVS
- drift away from the scope of the project described in the Attachment A to the DAFF/OIE/AusAID Agreement of April 2007
- the loose wording in agreements between OIE and AAHL on requirements for financial and activity reporting

The following factors have contributed:

- steering committee meetings were opportunistic (being planned to coincide with other meetings) which may have divided the attention of members
- the meetings focused on activities rather than strategy
- six months between steering committee meetings, particularly at the start of the PSVS was too far apart to detect deficiencies in design of the PSVS, monitor developing issues, provide timely advice to the PSVS manager and influence the direction of the PSVS
- DAFF and AusAID were represented by different people at the first two and three meetings, respectively; DAFF was not represented at the third meeting
- steering committee agendas were focused on activity planning rather than reflection on PSVS objectives

Around the time the PSVS started there were a number of issues affecting AusAID which appear to have distracted from a more comprehensive oversight of the PSVS. These included major structural changes to do with decentralising program management, having to plan the rapid disbursement of \$100M provided for the Pandemic and Emerging infectious Diseases Strategy, key staff changes and end-of-financial-year-reporting. AusAID policy also dictates that projects costing under AUD\$3M are not required to undergo a formal design or peer-review process. The relatively limited attention given to design and conduct of the PSVS was also probably because it was viewed as a low cost, short duration add-on to the larger SEAFMD project.

The PSVS experience highlights the types of risks that can be faced when small value initiatives are not subjected to a design step between concept and the first annual plan. For PSVS there was a

limited shared understanding of the end-of-project outcomes which resulted in a focus on raising awareness rather than more substantive development (and gender equality) outcomes. Important as this step is, the design step need not be a lengthy resource intensive phase for smaller value initiatives. Instead, an M&E specialist (with knowledge of gender equality outcomes and interventions) could join the team during the early stages of implementation to facilitate a one to two day workshop. Objectives would be to review the strength of the program logic, achieve greater clarity of end-of-project outcomes, and ensure that sufficient interventions were in place to reasonably expect to achieve these outcomes. The design step would benefit from AusAID's participation in the workshop to discuss corporate policies, development approaches and context. A full analysis of the wider corporate lessons and implications of skipping even a short design phase for small activities are discussed in Annex 9.

Quality of strategic planning. The limited strategic planning has affected the capacity of the PSVS to develop substantive development outcomes. The PSVS team would have found this difficult where there was no clear initial strategy in place. Members of the implementation team were not fully aware of far reaching benefits that strategic planning would bring to the PSVS, and too little time was allocated for strategic planning.

Annual planning also has been limited in its scope and not closely linked to PSVS objectives. This has been because there was no formal process for annual planning; the current process involves individual reflection by the PSVS manager with guidance from the OIE special advisor at opportunistic meetings. Annual plans appear to be limited to 6 monthly work-plans of the PSVS manager and OIE special advisor as shown in the progress reports and the document '*DRAFT Programmed Budget for Year 1 - DRAFT Indicative Work-plan for 3 years*'. Annual planning was not informed by a structured reflection and analysis of progress toward objectives as a team.

The project drift, the beginnings of delay and uncertainty about what will be achieved by June 2010 in this project can be attributed to the approach to annual planning. Careful planning will be important if this project is going to be delivered on time - OIE must be ready by January 2010 to implement a busy schedule of activities for the remaining 6 months of the project. The short term scheduling of the second emergency management workshop and delays in sending invitations are jeopardising attendance of participants who attended the first workshop.

Participants in workshops and seminars will need notification of dates many months in advance if the project is to secure their attendance. Value for money would be achieved by recruiting a logistics support person to assist with organising the busy period ahead. It will give more time for the project manager to plan and think strategically.

Contents of an annual plan might include:

1. Goals and objectives and the steps required to achieve them
2. A review of the strengths of the project and the opportunities over the next 12 months that might be exploited
3. A list and prioritisation of activities and the schedule (or deadlines) for delivery
4. Strategy by which activities will be delivered
5. Allocation of specific responsibilities to people
6. A financial plan in the form of a budget linked to activities.
7. A risk management plan identifying project weaknesses and threats and how to mitigate them

One to two uninterrupted days should be allocated specifically for annual planning to allow time for reflection and discussion. Participants in the process should as a minimum include those with a stake hold in the funding and delivery of the project – this includes AusAID. Giving ownership of the plan to

these people and aligning them toward the same goals and objectives increases chance of project success. Implications of lack of annual planning include loss of focus on the strategy and goals, confusion of roles and responsibilities and no framework upon which to track progress including expenditure.

During the mission the implementation team had already taken steps to improve activity planning and budgeting.

The above mentioned inadequacies in quality of implementation stem from lack of clarity on end-of-project outcomes. The lack of clarity on end-of-project outcomes arose from the lack of time and expertise allocated to designing the PSVS and the lack of annual planning and reflection that might have detected and corrected faults in design. The end result was a lack of resources and insufficient number, timing and depth of interventions to properly support the PSVS.

A part time PSVS manager for the first two-thirds of the project, workshops and laboratory visits that were too short and too far apart, one-off national seminars unconnected to related PSVS activities, and high-level briefings *ad hoc* in timing and content, are some of the factors that have made it challenging to manage this project more efficiently and effectively.

Delays in implementation The PSVS is three-quarters completed however only three of the eight national seminars and four of the nine technical workshops that were planned have been conducted.

However, the delay may be fortuitous if it is not too late to make improvements to format and content of remaining seminars and workshops to increase their effectiveness. The link between seminars and workshops could also be demonstrated to seminar stakeholders and workshop participants.

The PSVS is behind schedule with the delivery of technical workshops. Of the nine planned, only four have been held and the PSVS is at the three-quarter time mark. As with national seminars, the delay may be fortuitous if format and content can be altered for the remaining workshops.

Financial reporting. OIE headquarters in Paris manages the project finances and provides financial reports to AusAID in the form of two annexes to the 6 monthly progress reports. One annex is a broad summary of budget and disbursement against a short list of line items¹² and the other is a very long and detailed list of expenditure¹³ in French. These two reports and the report of the External Auditor of accounts give some confidence that the finances are being monitored and under control. However the structure and information in the reports are not conducive to good project management at the level of the project manager and AusAID cannot check that expenditure against line items is satisfactory.

The way the information is presented, the project manager and steering committee cannot determine amounts spent against operationally important line items and amounts available to spend without considerable effort. This makes it difficult for annual planning and managing risk, for example when deciding what activities can be added or enlarged and what activities need reduction or can be dropped off. Value for money such as the cost of workshops and attendance at meetings indirectly related to the project, cannot be assessed. The Reviewers believe that a project financial management system should allow the project manager to monitor the financial position quickly and easily against line items on a daily basis if required.

Consideration should be given to developing a system within the OIE SRR that generates a financial acquittal report with a detailed list of operationally meaningful line items under appropriate subheadings against which budget, actual expenditure and variance in expenditure against budget are recorded.

¹² See Annex 1 in fourth progress report *Summary of Income and Expenses*

¹³ The *Grand-livre analytique*

3.4 Monitoring, evaluation and reporting

Monitoring and evaluation. The project to date has not had a fully elaborated M&E plan, or a functioning M&E system. A preliminary M&E framework was developed in 2007, but this was never made operational by the project team. The project concept and associated budget did not include budget for M&E activities, nor for an experienced M&E Specialist to assist the team in the design and conduct of M&E activities. In addition, AusAID does not require formal Quality at Implementation Reporting on small value activities such as PSVS.

It should be noted that the implementation team has recently carried out some simple evaluation activities to provide information on outcomes in response to AusAID's request for more effective outcome reporting. Participants from project activities were contacted to determine to what extent they had applied what they learned during workshops and seminars. In addition, simple participant satisfaction sheets were distributed during emergency management and legislation workshops and after one national seminar. Although the methods employed are not necessarily considered ideal practice, the team were not resourced or experienced to meet more usual standards of monitoring and evaluation.

The most important implications of the lack of M&E system has been that there has been limited clarity on the end-of-project outcomes, limited robustness of the project logic, a focus on activity level reporting, and some limitations to managing the project in the most effective manner. Without good quality performance and contextual information it is difficult to refine and improve project implementation quality and outcomes.

Immediately after this Independent Progress Report mission, a three-day workshop was conducted to develop a simple approach to progress reporting and to develop a small number of simple tools to collect information. These tools are designed to be applied by non-specialists in monitoring and evaluation. The final M&E plan is available as a separate document on request.

Risk Management. Risk management has only recently been addressed. About two months ago there was a recognition of the need for risk management by the incoming project manager in preparation for this Independent Progress Report. The matrix presents a large number of risks without a more complete analysis of mitigation strategies and key risks were not expected to be formally monitored. In essence, the risk matrix was not yet integrated into routine project management. It should be noted that this risk matrix did meet AusAID expectations for routine risk reporting.

During the monitoring and evaluation workshop described above, an alternative approach to risk management was discussed. This will involve focusing on a small number of key risks facing the PSVS with a detailed analysis of effective mitigation strategies. These risks will be monitored through the proposed activities for collecting and presenting project information.

Progress reporting. In time for the last progress report, AusAID made requests for more effective outcome reporting. The implementation team has tried hard to meet this expectation in the last progress report (July, 2009). However, due to limited practical guidance on what is required, the team has not met AusAID's information needs, nor directly used progress reporting to inform project management in a systematic way. This has been exacerbated by a lack of formal, annual team planning and reflection.

The implementation team, in collaboration with AusAID Activity Manager and the Regional Aid Effectiveness Adviser, conducted a half day workshop on the features of good reporting during the M&E workshop described above. Another half day was directed at assessing the extent to which the last progress report had met these expectations. The features of good reporting were based on a handout that is available through the AusAID Asia Regional M&E Help Desk. This is a new resource and had not previously been shared with OIE, so it should be noted that this was a capacity building exercise rather than an assessment of the quality of their reports against a previously agreed

standard. The key findings of the implementation team and AusAID during this exercise are presented here:

- There was insufficient information on the context in which the project was situated. Although there was some information on collaboration with FAO, there needs to be more information in areas such as: the continuing relevance of the project in meeting regional development needs; continuing relevance to AusAID strategic objectives and policies; the extent to which other donors are entering or leaving the sector; and important changes in the context that may affect the ability of the project to meet its objectives;
- There was insufficient clarity of end-of-project outcomes to enable the reader to assess the extent to which adequate progress had been made;
- Although the last progress report improved its capacity to address outcomes, there was an overemphasis on outcomes without adequate attention to other key areas;
- Key outputs for the reporting period were identified, but there was insufficient discussion on the reach and quality of these interventions;
- The progress reports did not include an annual and life-of-project activity plan so it was difficult to assess whether progress in the delivery of the project was adequate;
- There was insufficient analysis of key issues such as: factors accounting for achievements; implications to meeting project objectives and timely delivery on budget; and proposed management responses to major issues.

3.5 Gender

The importance of mainstreaming gender is recognised however there was no formal design phase in which to identify gender equality objectives or to mainstream gender into the project nor has there been consideration to date of ways of bring gender equality strategies or initiatives into the PSVS. The latter has been partly rectified by AusAID's recent provision of a gender training session for the implementation team. Lengthy discussions with the Reviewers have revealed the difficulty in applying the training but noting that it was introductory not implementation training.

There has been difficulty in getting the right people to workshops hence there would be difficulty in getting the right females to attend at this late stage in the project. The Reviewers feel that a late and limited response to gender would distract people from the project's core business. In the recommendations in the following section, it has been suggested that a strategic planner recruited to assist with the Gap Analysis and strategic planning process be given the added task of conducting a gender analysis, and that an evaluation specialist recruited to monitor the refocused approach to the PSVS be asked to alert gender issues.

4. CONCLUSIONS AND RECOMMENDATIONS

Preamble to recommendations

Fundamental to developing the key recommendations in this report that affect the direction of the PSVS was a short exercise in logic modeling facilitated by the monitoring and evaluation specialist and involving the implementation team and AusAID. The exercise led to shared recognition of a more realistic end-of-project outcome:

“OIE sub-regional member countries have requested a PVS Gap analysis, and a targeted country or countries have a concrete, costed strategic plan on strengthening veterinary services in priority areas they have identified to present to government, donors and industry for funding”

The exercise caused the realisation that some of the project activities and efforts of individuals had been misdirected and that there was a need to refocus.

There was also recognition that the current approach was not going to produce sustainable benefits other than raising awareness. The current approach was being constrained by (i) institutional environments and lack of resources that were not enabling at the national level, (ii) the difficulty in getting senior decision-makers that might have effected change to attend the technical workshops, (iii) the lack of broad promotion of the PVS evaluation and Gap Analysis process and their potential to allow access to funding, and (iv) the limited promotion of economic benefits as powerful motivators for engagement in improving veterinary services.

Clearly there was a need to refocus the PSVS being mindful that only 9 months remained. The first five recommendations that follow are aimed at refocusing the PSVS. There are 21 other recommendations, listed separately, that have been made to improve the quality of delivery of the PSVS and future projects.

The focus now is on enabling national governments to attract resources from industry, government, and donors to support and implement a coherent, costed, national plan to improve veterinary services. The thrust of the project at the national level then becomes to increase the uptake of the PVS tool, and motivate engagement of a wide range of stakeholders in the development of this plan. The role of OIE becomes clearer – it is to facilitate member countries to use this plan to enter into dialogue with potential funding sources to begin improving veterinary services in a coordinated manner. The provision of credible economic data on the benefits to all stakeholders will need to be used as a key motivational tool.

The purpose of national seminars then becomes to guide the participants to an end-of-seminar outcome of participants being (i) soundly convinced of the economic and political benefits to them, their organisations and the country, of strengthened veterinary services, (ii) absolutely clear in understanding of the pathway to access financial resources, and (iii) highly motivated to take action post seminar to develop a national strategic plan to present to donors, and (iv) participant in drawing up an action plan toward developing the national strategic plan. Milestones, persons responsible and strategies to overcome constraints will need to be stated in the action plan.

At the operational level, the role of the participants in the technical workshops becomes one of bringing their superior understanding and knowledge of good practice in legislation, communications, emergency management and laboratory quality assurance, into the development of their country's national plan. Participants will be expected to provide additional pressure for the development of the national plan, be sought after to contribute, and engage meaningfully in the planning process. A diagram of the logic model outlining the refocused project is shown in Annex 10.

The recommendations have been discussed with the implementation team and AusAID. No redesign is necessary and delivery of the above mentioned end-of-project outcome is feasible within the current contract and time frame if carefully planned and the implementation team make some hard decisions about their involvement in activities not directly related to PSVS outcomes. The refocus

does require the dropping off of some superfluous activities which will allow purchase of technical expertise if required for additional support. All recommendations are expected to be financed under the current PSVS budget.

4.1 Recommendations for refocusing the project:

1. The project be refocused toward a goal of enabling national governments to attract resources from donors, government and industry through the preparation of a costed, strategic plan for strengthening veterinary services in priority areas as identified by the country.

Given that there are only 9 months remaining, the PSVS should focus its attention on those countries well positioned to take up the PVS Gap Analysis and select one country to monitor closely as it moves through the planning process to the point where OIE will provide support in negotiating with national and donor organisations to commit resources.

If the revised approach is acceptable by OIE and AusAID, they will need to formally endorse it. All stakeholders including the steering committee, implementation team, workshop and seminar facilitators will need to be briefed on the revised approach and end-of-project outcomes.

2. That OIE facilitate member countries to use the strategic plan to enter into dialogue with potential funding sources to begin improving veterinary services in a coordinated manner in the region.
3. The nature and content of the high level briefings and national seminars be modified to promote uptake of the PVS tools and motivate engagement of a wide range of stakeholders in the development of the strategic plan; and the presentations at veterinary conferences be dropped as an activity because of low impact and money saved can be spent elsewhere.

This places much greater importance on the role of high level briefings and national seminars for the success of the PSVS. Previously, the greatest importance was placed on the technical workshops based on the expectation that senior decision makers would attend. Suggestions on the nature and content of national seminars conducted under the new approach are in Annex 11.

Key motivational tools in the form of credible economic data that shows the benefits to all stakeholders should be produced for these events (dot points to this effect have been included in Annex 12). Consideration should be given to acquiring the services of an animal health economist or agricultural economist with experience in animal health to conduct an economic review. Up to 5 days would be required to review literature and develop key messages to drive engagement. A more significant review resulting in a publishable paper would take up to 20 days.

A strategic planner should be engaged to attend selected seminars with a view to providing advice to the countries and the implementation team, and input into the PVS Gap Analysis process to improve quality of strategic plans. This would also allow incorporation of gender equality into national strategic plans.

4. The nature and content of technical workshops be modified to give participants a strong understanding of the importance of legislation, governance, communications, emergency preparedness and laboratory quality assurance in the development of the national strategic plan; and that they be given basic skills in how to advocate for development of a national strategic plan and engage meaningfully in the planning process; and the number of technical workshops on communications and emergency preparedness be dropped from three to two. Suggestions are included in Annex 13.
5. That given the early stages of development of the Gap Analysis, the refocused PSVS is developed in such a manner as to allow a systematic exploration of the processes, context and achievements to inform the ongoing application of the PVS tool and Gap Analysis in the region. One country would be selected as a case to take as far as possible from the conduct of the Gap Analysis through to dialogue for attracting resources for implementation of the resulting capacity

building plan. The documentation of these processes, context and achievements would be based on methodologically defensible information, and would be designed with technical assistance (TORs are included in Annex 14).

The PVS tools are relatively new and the results of the model will be relevant to OIE Paris. As the PVS Evaluation and Gap Analysis tools are rolled out, good documentation of the outcomes and an analysis of the factors that have contributed to those outcomes will be valuable. The documentation will also provide evidence of the value of PVS to new countries and regions with an interest in how to reap benefits from the OIE PVS process.

Consideration should be given to acquiring the services of an evaluation specialist to design and implement a simple but credible documentation of the model. See Annex 14 for a draft Terms of Reference for this position. Note that this study could be used to alert gender issues¹⁴.

4.2 Potential benefits of a refocused project.

There are numerous potential benefits arising from the revised approach with implications for OIE's component¹⁵ of the European Commission's EUR 7M, two-year, Highly Pathogenic Emerging Diseases (HPED) project planned to commence in 2010, and AusAID's regional planning and niche in animal health in Southeast Asia. The potential benefits are significant to member countries by supporting (i) OIE's role in attracting member country and donor resources and commitment to the global standards for veterinary services, (ii) the OIE global program on PVS, and (iii) AusAID's capacity to adhere closely to their emerging regional strategy, and, the Paris Declaration and Accra Agenda for Action.

Specific long-term benefits (beyond the life of the project) to stakeholders are:

- Participating member countries can lead the prioritisation and articulation of their needs in terms of building national capacity in veterinary services
- Participating member countries can widen their stakeholder engagement in the development of a national plan that also meets the needs of industry and the private sector thus contributing more to economic development and alleviating poverty
- Member countries can attract resources from national stakeholders and donors
- Donor harmonisation is achieved through member countries capacity to articulate needs in a concrete plan
- OIE's role as a regional and national planning facilitator (rather than a national level implementer) is reinforced
- Influencing OIE's approach to the way they conduct the PVS Gap Analysis process through credible evidence of the outcomes of this model

These potential outcomes are very closely linked to the Paris Declaration and Accra AFA (Accra Agenda For Action) in the following areas:

¹⁴ The importance of mainstreaming gender is recognised, however, a late and limited response in the PSVS to the lack of initiatives supporting gender equality will distract the implementation team and stakeholders from core business.

¹⁵ OIE's component will be implemented by OIE's sub-regional office in Thailand. The aims are to "Strengthen veterinary services in Asia, establish a regional vaccine bank and conduct capacity building for surveillance, early detection and eradication of highly pathogenic emerging and re-emerging animal diseases". Objectives include to promote capacity building for surveillance, early detection, control and eradication of highly pathogenic emerging and re-emerging trans-boundary animal diseases in the region, conduct national and regional seminars and workshops for policy makers on good governance of veterinary services, and conduct evaluations of performance of national veterinary services and gap analyses on compliance of veterinary services with international standards.

- Country ownership (Accra AFA). This project is directly stimulating wide country-level policy dialogue; it is strengthening the capacity to lead and manage development; and is using and strengthening national systems for planning.
- Strengthening member countries national development strategies (Paris Declaration) through the national plan, increasing alignment of aid with national priorities, and eliminating duplication of donor effort and rationalising donor activities.
- It is building more effective and inclusive partnerships (Accra AFA) so that efforts have greater impact. It contributes to the reduction of costly fragmentation of aid, is working with a wider range of development actors in industry, the private sector and other relevant sectors and expanding the recognition of their important roles.
- Encourages collaborative behaviour between national governments and donors through the dialogue process which links the national plan to real commitment of resources.

4.3 Lessons learned for regional programming

Implications for Regional Planning. This Review explored the lessons learned from PSVS with respect to AusAID's regional programming. In particular, lessons have been generated in the following areas:

- *Regional Programming can represent good value for money.* If the project invests in strengthening the regional architecture (OIE) then benefits continue over the medium to long term including through realising continued benefits at the national level. It would be unlikely these benefits would be realised for a similar cost from a series of national level, bilateral interventions.
- *Regional Programming allows harmonisation and consistency of approach across member countries working on transboundary issues.* The regional approach increases capacity more broadly to deal with transboundary issues rather than taking a silo-ed approach. Institutionalised regional standards and agreed good practices enables: a) ASEAN to increase its effectiveness in terms of reinforcing key messages through the SOM; b) sharing of resources for learning and capacity building; c) applying peer pressure through benchmarking for engagement in emerging regional development directions; d) more effective donor coordination against standards and accepted good practices meaning more targeted and effective interventions at the national level.
- *For regional programming to realise its potential, we need clarity of the role of national level engagement in the context of a regional project.* One of the challenges with regional projects to date has been that there is a lack of clarity among AusAID and implementation partners over what role national level interventions play in regional projects. As with the PSVS, the national level work should be focused more on generating interest, lessons, engagement and momentum against agreed standards or good practice rather than to work directly to build sustained capacity in veterinary services. The lack of clarity in the end-of-project outcomes of the PSVS contributed to a lack of understanding by key implementers about regional versus national interventions. This played out in the drift of the capacity building workshops into a more traditional national level intervention which would be unlikely to result in the expected sustainable outcomes.
- *The project can directly support the new regional strategy.* The project will be closely aligned to the evolving regional strategy in terms of strengthening the regional architecture; enhancing partnerships; and contributing to policy agenda setting, formulation and implementation. With respect to the latter there will be a strong emphasis on attracting resources for evolving policy directions.

AusAID's niche for animal health. Currently, at the regional level, there is no work (that the IPR team or OIE's SRR is aware of) supporting member countries to plan strategically and manage investment

for improving veterinary services against agreed standards. This work provides enormous value for money if it results in member countries managing donor inputs more efficiently and effectively and with full ownership. Given the early stages of OIE's entry into the sub-region, AusAID can contribute to the strengthening of their role and mandate in the region.

Working in animal health in this way also provides a good opportunity for AusAID to continue to influence policy agenda setting and formulation in the increasingly critical area of veterinary services. Veterinary services will become an increasingly important partner to other service sectors in the future in controlling not just EIDs but other negative impacts of uncontrolled livestock production on the planet such as green house gas emissions, land degradation and pollution. Veterinary services of the future will have to be strong with effective legislation, communication, emergency response and other capacities to be an effective partner in addressing these major global challenges.

4.4 Other recommendations to improve quality of delivery of PSVS and future projects

Recommendations involving AAHL or veterinary laboratories or both.

6. That AAHL negotiate how to improve communications with country laboratories and implement measures accordingly.
7. That OIE note that there are two people named Chris Morrissy employed at AAHL and that AAHL and OIE negotiate measures to ensure correspondence is received correctly (ie just send an email instead of a letter and ask for acknowledgment).
8. That OIE and AAHL negotiate the specific frequency and content of activity and financial reports from AAHL, document the results of the negotiations and implement accordingly.
9. That AAHL assemble and report to OIE the baseline data on the results of Gap Analysis and other assessments of laboratories.
10. That OIE, armed with the baseline data from AAHL's gap analyses, work to harmonise the needs of laboratories with donor funding. This need not be via the larger proposed strategic plan because of the time that will take to develop. This immediate facilitation task may serve as a test run for a bigger role arising from the strategic planning process for countries.
11. That OIE note the need for more visits to some country laboratories by AAHL to provide training and conduct trouble shooting. AAHL should accordingly provide a fully costed activity plan to OIE for extra visits to selected countries that fits in with the undisbursed portion of the originally agreed USD \$440,000 allocated to AAHL laboratory quality assurance and networking activities.

Recommendations involving PSVS workshops and seminars

12. That invitations be extended to representatives from FAO and the World Bank, because of those organisations' extensive activity and influence on animal health capacity building in the region, to technical workshops and seminars to inform them of OIE standards, the intended outcomes of PSVS, the regional role of OIE, and the assistance that FAO and World Bank can provide to OIE in fulfilling that role.
13. That facilitators reexamine their training methods particularly the number and duration of Power Point presentations, adherence to principles of adult learning, the speed at which they speak and present material in English to participants for whom English is not their first language and the methods by which they ensure the participants have understood the material presented and discussed. Facilitators should also review the effect of time allocated to ceremonies and snack and meal breaks on the number of actual hours of training and group discussion delivered in workshops and seminars.
14. That at least three participants be procured from each country for each workshop to provide a critical mass of like-minded and motivated people to take action in that country. If veterinarians

are unavailable then non-veterinarians working in public or private animal health organisations should be procured.

15. That the proposed week-long training on management of veterinary services for middle and senior ranking officers should be reconsidered on the grounds that there is already a demanding schedule of activities for the remainder of the PSVS. In addition, any new workshops would face the same challenges as existing workshops including recruiting suitable numbers and quality of participants, their absorptive capacity and that of their veterinary services.

Recommendations on project management and governance

16. That AusAID note the importance placed on animal health and strengthening of veterinary services by countries and donors in Southeast Asia and the world and the need to keep animal health a priority area for funding.
17. That the Steering Committee includes strategic planning as a standing agenda item for their meetings and allocate time accordingly and refer to part 3.3 of the DAFF/OIE/AusAID Agreement for guidance on their responsibilities.
18. That the PSVS manager prepare a Gantt chart of activities for the remainder of the PSVS that is linked to budget to show progressive planned expenditure.
19. That a logistical support person be hired for the remainder of the PSVS to assist the PSVS manager with the completion of PSVS activities on time and on budget.
20. That if contractual obligations between AusAID and OIE allow, a great level of responsibility for financial management and financial reporting for the PSVS become the responsibility of the Subregional representation in Bangkok thereby safeguarding the caliber of project management and enhancing the serviceability of financial reporting to AusAID. In any case, consideration should be given to developing a system within the OIE SRR that generates a financial acquittal report with a detailed list of operationally meaningful line items under appropriate subheadings against which budget, actual expenditure and variance in expenditure against budget are recorded. AusAID may wish to advise on the appropriate structure by providing an example of a satisfactory financial report received from other animal health projects such as the SEA FMD. AAHL may also benefit from receiving a copy.

Recommendations for AusAID

21. That AusAID consider including a design component and peer review process into smaller cost projects between the concept and implementation phases. The example provided by this report is suitable as a case study of how proper design and peer review can greatly increase the value of small-cost projects. See Annex 9 for more discussion.
22. That AusAID provide examples of satisfactory financial reports from previous animal health projects to OIE and AAHL.
23. That AusAID consider integrating the lessons learned from the PSVS into future strategic discussions on the role of regional programs.

Recommendations involving monitoring and evaluation

24. That the implementation team prepares the next progress report applying the concepts discussed in the M&E workshop, and applying the tools developed for information collection and processing.

25. That the implementation team highlight a small number of key risks to the project¹⁶ and conduct a more complete analysis of mitigation strategies and identify how these risks will be monitored and reported on.

Recommendation for OIE

26. That OIE ensures that its regional role is reflected in the re-focused project.

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¹⁶ To the proposed re-focused project if endorsed

5. ANNEXES

Annex 1: Table describing three major meeting types of PSVS. This table was provided to the Reviewers to clarify the nature of the three meeting types of PSVS, namely capacity building workshops, national seminars and veterinary professional conferences.

ACTIVITY TYPE	SCHEDULE & LOCATION	TARGET AUDIENCE (ATTENDEES)	NUMBERS (typical)	OBJECTIVES	OUTPUTS	OUTCOMES
Capacity Building Workshops (in 3 fields identified as gaps in ASEAN VS - Legislation & Governance, Emergency Management & Communications)	For each field, a workshop is held annually for 3 years, hosted by ASEAN VS on rotation.	Nominated focal personnel within the Government VS of each ASEAN country (+/- Timor Leste and PNG), small number of other relevant stakeholders (private sector/academic) invited on case by case basis. Govts can fund more attendees themselves.	15-25, individuals most active in the field within each country VS.	Specific and intense training, activity planning and follow up (for 2 nd and 3 rd workshops) in specified areas of VS. Status reporting, shared learning and benchmarking between countries.	Clear records of current status and activity in each of the three fields. Trained vet specialists within countries. Agreed regional strategies and country work plans. Formal follow up of activity and regional benchmarking.	Recorded improvements in VS policy and implementation in each of the three fields in individual countries, with demonstrated improvements in animal disease management and systems with flow on benefits to key stakeholders.
National Seminars on OIE Standards for VS and OIE/AusAID PSVS	One off seminar held in each of the 8 ASEAN countries during life of program	Representatives of all stakeholders in national VS, from all relevant sectors (eg farmer groups, private vets, private sector, academic, educators, human health etc)	100-150 individuals identified by national VS and representing all directly relevant stakeholders.	To provide a comprehensive account of VS standards and priorities for improvement at national level. To engage direct stakeholders in contributing and collaborating for improvement of national VS.	Delivery of information on strengthening VS and related activity to direct stakeholders. Agreed activity from specific sectors in collaborating to improve national VS.	A clearer understanding of importance & function of VS for all stakeholders in each country, and knowledge of and commitment to their role in assisting to improve VS. A higher profile for PSVS
Presentations to National Conferences of Veterinary Professionals on OIE Standards for VS and OIE/AusAID PSVS	One off presentations made to the major annual gathering of veterinary professionals in each country on OIE standards in veterinary services	A very large group of veterinarians from all sectors of the profession including small and large animal private practice, veterinary pharmaceuticals, wildlife, research and development and government veterinary work	500-1000 veterinarians of all types (government, private practitioners, academics, pharmaceutical industry vets, wildlife etc)	An opportunity to reach the broadest audience of veterinarians as possible with the basic message of strengthening national VS and related activities, and how all vets can assist (eg field surveillance for private vets, rabies vaccination for small animal vets etc).	The delivery of a relevant and stimulating presentation, the fielding of questions and the provision of materials to attendees.	A better educated and more broadly engaged veterinary profession within countries, aware of how their everyday activity integrates with big picture VS provision in the national and global interest. A higher profile for PSVS and strengthening VS.

Annex 2: Table outlining PSVS activity September 2007 to September 2009. This table was provided to the Reviewers to clarify outputs achieved in the PSVS.

MAJOR COMPONENT & OBJECTIVE	ASSOCIATED OUTPUTS	SUB-REGIONAL ACTIVITIES CONDUCTED (SOUTH EAST ASIA)	NATIONAL ACTIVITY CONDUCTED
I. Governance, legislation and policy development To strengthen veterinary governance through development of policies complying with sound governance and legal principles	A. Identification of weaknesses and gaps through PVS evaluation	N/A	PVS Evaluation funded by PSVS: - Philippines 3-21 May 2008. PVS evaluation prior to PSVS: - Vietnam May 2007, - Cambodia June-July 2007, - Laos Mar 2007, - Indonesia May 2007. Yet to be evaluated: Thailand and Malaysia, representations made to Thailand regarding this.
	B. Train and accredit PVS experts in the sub-region	Ronel Abila, Alex Bouchot, Gardner Murray and John Stratton trained on PVS Gap Analysis in Paris in May 2009.	Dr Prasit of Thai DLD trained on PVS evaluation in Paris (Feb 2007)
	C. Promote awareness of OIE standards	Opportunities for this taken at PSVS sub-regional workshops and meetings as appropriate eg OIE Legislation Guidelines at Legislation and Governance workshops, OIE laboratory standards at PSVS HPAI lab networking meetings etc	National Seminars on OIE Standards for Veterinary Services: - Thailand July 2008 (2 days, 76 persons) - Philippines September 2008 (2 days, 170 persons) - Myanmar June 2009 (1 day, 102 persons) Presentations to National Conferences of Veterinary Associations: - Philippines Feb 2008 (2 days, approx 1000) - Malaysia Aug 2008 (2 days, approx 300) - Indonesia Aug 2008 (2 days, approx 600) - Myanmar Nov 2008 (2 days, approx 250)
	D. Review and update veterinary legislation	Sub-Regional PSVS Workshops on Veterinary Legislation and Governance: - Phnom Penh, Cambodia, May 2008 (3 days, 22 participants – 5 females) - Chiang Mai, Thailand, April 2009 (2 days, 19 participants – 4 females) Legislation and governance questionnaire survey for all member countries (Oct 2008– Feb 2009)	PSVS contribution to OIE legislation mission to Vietnam (10-14 August 2009, approx 20 participants – approx 10 females).
	E. Enhance chain of	Discussed during relevant workshops.	Discussed during missions

	command		
II. Animal health communication, coordination and networking To garner support from key government officials, private sector and other stakeholder in strengthening VS	A. Leverage project activities through linkages with other animal health projects	Dozens of relevant partner agency meetings/workshops attended	A small number of meetings/workshops attended have been relevant only to national activity.
	B. Policy statements from government officials and decision-makers to support VS	Endorsement by ASWGL on strengthening vet services in the region. Report on PSVS activities delivered in May 2009 and agreement by ASWGL to include as a standing item in subsequent.	Missions to countries by OIE Special Advisor, sub-regional representative and PSVS coordinator to engage high level officials. Many conducted, details in annexes of previous progress reports. Press release after meeting with Thai Minister.
	C. Promote cooperation of public and private veterinary services	Discussed use of NACADCE - National Advisory Committee on Animal Disease Control and Emergencies (from Philippines) as a potential model for private sector engagement (1 st Legislation and Governance workshop). Participation of private veterinary association representatives at sub-regional workshops on legislation and governance.	National Seminars on OIE Standards for Veterinary Services (note cross over with 1C): • Thailand July 2008 (2 days, 76 persons) • Philippines September 2008 (2 days, 170 persons) • Myanmar June 2009 (1 day, 102 persons) Presentations to National Conferences of Veterinary Associations (note cross over with 1C): • Philippines Feb 2008 (2 days, approx 1000) • Malaysia Aug 2008 (2 days, approx 300) • Indonesia Aug 2008 (2 days, approx 600) • Myanmar Nov 2008 (2 days, approx 250)
	D. Strengthen coordination/networking mechanisms with private sector and other stakeholders	As above for IIC.	As above for IIC
	E. Strengthen linkages and cooperation with public health sector	Establish linkages under OWOH with relevant partners such as ASEAN EID, ADPC, WHO, UNSIC WHO (contribution to development of WHO/FAO/OIE zoonoses manual relating to sectoral collaboration) ADPC (contribution to development of zoonoses training syllabus/module)	
	F. Develop animal health communication strategies	First sub-regional animal health communications workshop, Siem Reap, Cambodia, March 2009 (2 days, 17 participants – 9 females)	

III. Technical capacity building To develop capacities for early response to control outbreaks of trans-boundary, emerging and re-emerging animal diseases	A. Develop capacity on Emergency Preparedness and Contingency planning	First sub-regional animal health emergency preparedness and response workshop, Chiang Mai, September 2008. (3 days, 22 participants – 2 female). Follow up of work plans conducted	Individual country follow- up of activity.
	B. Identify strategic areas for technical capacity building	Scoping of pilot sub-regional training module development on Management and Governance of VS as an identified gap. Includes preliminary consultation with countries.	Identification of particular needs within countries VS for possible activity eg education and absorptive capacity in Laos, chain of command in Indonesia, lack of Veterinary Association in Cambodia. Lab biosafety identified as gap requiring attention through PSVS HPAI lab visits, especially in Laos, Vietnam, Cambodia and Myanmar.
IV. Strengthen AI laboratory in support to OFFLU To strengthen AI Laboratory Network, and improve laboratory diagnosis through enhancement of Quality Assurance (QA) systems.	A. Institutionalise AI Laboratory Network (LabNet)	2 sub-regional networking meetings (launching meeting Feb 2008 at AAHL, Geelong). 2 nd networking meeting to be co-hosted by OIE PSVS and FAO on 28-30 th September 2009 in Bangkok with lab policy/management and training components. Anticipate approx 30-35 participants.	Promotion of networking during individual lab visits to all countries.
	B. Facilitate submission of AI viruses	Networking meetings promote, seek commitments on information and virus sharing between laboratories, as under OFFLU.	Individual lab visits promote information and virus sharing between laboratories, as under OFFLU.
	C. Develop Quality Assurance (QA) and Quality Control (QC) systems	1 st sub-regional networking meeting (Feb 2008 at AAHL) introduced concepts of QA and QC to member country staff and sought commitment. 2 nd sub-regional networking meeting (Sept 2009 in Bangkok) QA/QC systems reviewed, opportunities for shared learning, specific practical training.	Chris Morrissy 13-20 June 2008 (Malaysia, Indonesia), 20-31 August 2008 (Vietnam (Hanoi&HCM), Cambodia, Indonesia). Ross Lunt 13-27 July 2008 (Thailand, Laos and Philippines). First 6 months 2009; 1 trip - Vietnam/Malaysia (Chris Morrissy), 1 trip - Laos/Thailand (Paul Selleck), 1 trip – Myanmar. August 2009 – Philippines (Chris Morrissy) General lab evaluations conducted during first visits by AAHL.
	D. Conduct Proficiency Testing (PT)	1 st sub-regional networking meeting (Feb 2008 at AAHL) introduced concepts of PT to member country staff and sought commitment. 2 nd sub-regional networking meeting (Sept 2009 in Bangkok) PT results reviewed, opportunities for shared learning , specific practical training to improve outcomes.	1 st round of HPAI lab PT complete (5 out of 8 countries undertook this round), second round underway results expected by end of September 2008)

Annex 3: Terms of Reference

Independent Progress Report and M&E Development

OIE/AusAID Project on Strengthening Veterinary Services to Combat Avian Influenza and Other Priority Diseases in Southeast Asia

1. Context

The OIE/AusAID Project on Strengthening Veterinary Services to Combat Avian Influenza and Other Priority Diseases in Southeast Asia (PSVS) is a A\$2.4 million (US\$1.9 million) three-year program from 30 April 2007 to 30 June 2010 co-funded by AusAID and DAFF.¹⁷ The goal of PSVS is to enhance the capacity of countries in Southeast Asia to effectively detect and respond to emerging infectious diseases. The two key PSVS objectives are:

- a. To assist countries in Southeast Asia to improve their veterinary services;
- b. To enhance, in Southeast Asia, activities of the OIE/FAO-OFFLU Network.¹⁸

Project activities include: training of regional experts on OIE's Performance, Vision and Strategy (PVS) evaluations, capacity building on emergency management, communications, legislation, engagement of high level officials to obtain support for PVS, and a twinning program with the Australian Animal Health Laboratory (AAHL) to increase regional laboratory capacity.

PSVS is implemented by the World Organisation for Animal Health (OIE) through a Project Coordinator based in its Sub-regional Office in Bangkok, Thailand. The project covers eight (8) Southeast Asian countries – e.g. Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Thailand, and Vietnam.

The agreement between AusAID and OIE included monitoring and evaluation (M&E) arrangements for the Project to include:

- a. Development of a project M&E framework by the Project Coordinator; and
- b. Conduct of an Independent Evaluation organised by AusAID with the review report to be provided to the Steering Group and to OIE headquarters.

To date, PSVS does not have an existing M&E framework to guide its implementation and reporting.

2. Objectives of the Independent Progress Report

The Independent Progress Report (IPR) will assess the Project's progress against AusAID's evaluation criteria (refer to Section 3.4). The evaluation will specifically identify project achievements, provide advice to improve implementation quality, and gather lessons and options to inform the design of any follow-on phases or new activities.

3. Independent Progress Report: Scope of Work

The evaluation will:

- 3.1 Review relevant project documentation (refer to Section 8 – Reference Materials);
- 3.2 Develop an evaluation methodology in consultation with the AusAID Initiative Manager, the AusAID Aid Effectiveness Adviser, the OIE Regional Coordinator, and the PSVS Project Coordinator;

¹⁷ AusAID's contribution is US\$1.764 million over three years. DAFF's contribution is US\$143,850 over one year. Actual implementation commenced in 28 September 2007.

¹⁸ OFFLU is the joint OIE-FAO network of expertise on influenza, established in 2005 to support international efforts to monitor and control infections of avian influenza in poultry and other bird species, and to share biological material and data to support early development of human pandemic vaccines. More details available at: www.offlu.net.

- 3.3 Participate in fieldwork to interview, gather data and visit sites supported by PSVS (refer to Section 10 – Indicative dates and duration);
- 3.4 Assess the PSVS achievements against the following evaluation criteria:
 - a. **Relevance.** Assess whether PSVS contributes to higher level objectives of the aid program outlined in regional and thematic strategies (e.g. AusAID’s Pandemic and Emerging Infectious Disease Strategy 2006-2010, draft Asia Regional Engagement Strategy 2009-2015, and Gender Strategy).
 - b. **Effectiveness.** Assess whether PSVS has clearly stated objectives and is achieving those objectives; Clarify end-of-program outcomes and revise program objectives, if necessary.
 - c. **Efficiency.** Assess whether PSVS is managed: i) to get value for money from AusAID’s inputs of funds, staff and other resources, and ii) to continually manage risks. This includes financial, resource and activity management by the OIE Sub-regional office/PSVS Project Coordinator, but not the management of the OIE World Fund.
 - d. **Impact (where feasible).** Assess whether PSVS produces positive or negative changes (directly or indirectly, intended or unintended).
 - e. **Sustainability.** Assess whether the activity appropriately addresses sustainability so that the benefits of the activity will continue after funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.
 - f. **Monitoring & Evaluation.** The M&E Specialist will:
 - i. Assess current PSVS M&E approaches and the effectiveness of these approaches in measuring progress towards project objectives;
 - ii. Assess OIE’s capacity to implement M&E activities until June 2010;
 - iii. Recommend simple steps to improve project-level M&E with the objective of assisting OIE in preparing an outcome-based Activity Completion Report (ACR) by 2010.
 - g. **Gender Equality.** Based on the four dimensions of gender equality (e.g. access, decision-making, women’s rights, and capacity building), assess the degree to which PSVS advances gender equality and promotes women.
 - h. **Analysis & Learning.** Assess whether PSVS is based on sound technical analysis and continuous learning.
- 3.5 Provide independent ratings on the above criteria based on AusAID’s quality reporting framework.
- 3.6 The evaluation team is expected to draw out recommendations and lessons from their assessment of each of the evaluation criterion that may be relevant to ongoing implementation and to the design of new activities. Related to the latter, this includes recommendations for new activities, a re-focusing of current activities or approaches, and/or continuation of successful activities.

4. Evaluation Methodology (To be developed by Evaluation Team as per Section 3.2)

5. Evaluation Team

- 5.1 The Evaluation Team will be composed of two members. Skills and roles of each team member are as follows:
 - a. **Team Leader (Veterinary Specialist)**
 - i. Lead the team and have overall responsibility for the evaluation and the drafting of the evaluation report (e.g. aide memoire, draft and final evaluation report);
 - ii. Manage the team to ensure effective use of available expertise in meeting the Terms of Reference and contractual obligations;

- iii. Prepare and draft an Aide Memoire in consultation with other members of the evaluation team; joint presentation of the Aide Memoire to AusAID and OIE prior to the end of the in-country mission; and
- iv. Ensure review outputs are of high quality, incorporating comments from AusAID, OIE, and other reviewers when appropriate and submit a final report to AusAID within the required timeframe.

b. M&E Specialist

- i. Assist the Team Leader in: assessing PSVS progress against the evaluation criteria, drafting/presenting the Aide Memoire, and drafting/presenting the evaluation report;
- ii. Assess PSVS M&E approaches including the implementing team's ability to obtain and report on project outcomes; and
- iii. Recommend feasible approaches to improve monitoring and reporting of program outcomes.

5.2 Evaluation team members should have: relevant technical expertise, knowledge and experience working in the Southeast Asian context; experience in consultative and participatory evaluation methods in a multi-cultural setting; training and facilitation skills, and a high-level of analytical, research and report writing skills.

5.3 AusAID's Initiative Manager, the Regional Coordinator for OIE's Sub-Regional Coordination Unit for Southeast Asia, and the OIE PSVS Project Coordinator will accompany the evaluation team during in-country meetings, when appropriate, and will actively participate during evaluation team meetings.

6. Objectives of the M&E Development

The M&E Development stage will progress M&E-specific recommendations of the Independent Evaluation. This includes establishing program mechanisms on M&E to improve outcome-based reporting and the conduct of capacity building sessions to improve OIE's ability to report against the new M&E mechanism until the project's end.

7. M&E Development: Scope of Work

- 7.1 Provide M&E and sustainability capacity building sessions to OIE; and
- 7.2 In consultation with relevant OIE and AusAID officers, develop feasible mechanisms such as, but not limited to, a simple M&E framework and/or a reporting framework for the program as a guide for the Activity Completion Report.

8. M&E Development Team

- 8.1 The M&E Development sessions will be led and facilitated by the M&E Specialist.
- 8.2 AusAID's Initiative Manager, AusAID's Aid Effectiveness Adviser, the Regional Coordinator for OIE's Sub-Regional Coordination Unit for Southeast Asia, and the OIE PSVS Project Coordinator will participate in all M&E Development sessions.
- 8.3 The M&E Specialist is responsible for drafting a brief report on the M&E Development work including the M&E/reporting framework. This will serve as an Annex to the final evaluation report.

9. Reporting and Review Requirements

- 9.1 An evaluation methodology will be submitted to AusAID and OIE by **28 August 2009**.
- 9.2 An Aide Memoire will be drafted and presented to AusAID and OIE during the last day of the in-country mission. An Aide Memoire template is as attached (refer to Annex 1)

- 9.3 A draft evaluation report will be submitted to AusAID and OIE by **5 October 2009**. The evaluation team is expected to use feedback from stakeholders on the initial findings when preparing the draft evaluation report.
- 9.4 The draft evaluation report will be forwarded to key stakeholder for review. Feedback will be through written comments unless otherwise required. Stakeholders may include: PSVS Steering Committee members, AusAID Asia Transboundary Section; relevant AusAID Posts; AusAID thematic group/advisers; and whole of government partners (DAFF). Collated comments on the draft evaluation report will be submitted by AusAID and OIE to the evaluation team by **12 October 2009**.
- 9.5 The main body of the evaluation report should be a maximum of 25 pages. A template of the Independent Progress Report is as attached (refer to Annex 2). Key contents of the report are:
- a. Executive Summary;
 - b. Background of the aid activity;
 - c. Outline of the evaluation objectives and methods;
 - d. Findings against the evaluation questions;
 - e. Evaluation criteria ratings; and
 - f. Conclusions and recommendations.
- 9.6 The final evaluation report will be submitted to AusAID and OIE by **15 October 2009**. The report may be publicly released on AusAID's internet site subject to senior management approval.

10. Reference Materials

- a. Agreement between AusAID and OIE
- b. Draft PSVS logical framework
- c. PSVS Progress Reports
- d. Minutes of Steering Committee Meetings
- e. AusAID Pandemic and EID Strategy 2006-2010
- f. Draft AusAID Asia Regional Engagement Strategy 2009-2015
- g. AusAID Gender Strategy
- h. European Commission Highly Pathogenic Emerging Diseases Program – OIE Component

Annex 4: Itinerary of Dr Tristan Jubb (Team Leader and Animal Health Specialist) and Dr Susan Dawson (Evaluation Specialist)

DATE	ACTIVITY
3-20 August 2009	• Document review and development of Evaluation Methodology
28 August 2009	• Submission of Evaluation Methodology
31 August 2009 (Mon)	• Team travel to Bangkok
1 September (Tues)	• Meeting with AusAID • Meeting with OIE PSVS team
2 September (Wed)	• Telecon with Department of Agriculture Fisheries and Forestry (DAFF); • Telecon with NZ MAFF Director of Communications
3 September (Thurs)	• Telecon with OIE Special Advisor • Meeting with ASEAN secretariat representative • Meeting with FAO
4 September (Fri)	• Meeting with Thai Government Officials and other stakeholders (e.g. training participants, private sector) • Meetings with OIE PSVS team
5-6 September (Sat & Sun)	• Meeting with Australian Animal Health Laboratory (AAHL) at airport; • Travel to Laos (Sept 5) • Team meetings • Meeting with FAO Lao representative, former SRR technical advisor • Meeting with Lao stakeholder
7 September (Mon)	• Meeting with Laos stakeholders
8 September (Tues)	• Meeting with Laos stakeholders • Travel to Philippines (transit via Bangkok)
9-11 September (Wed to Fri)	• Meeting with Philippine stakeholders
12-13 September (Sat & Sun)	• Travel to Bangkok • Team meetings
14-15 September (Mon+Tue)	• Meeting with OIE PSVS Team • Telecon with OIE Paris • Extra telecon with AAHL to discuss financial and technical reporting • Extra telecon with OIE Special Advisor to discuss refocused PSVS
16 September (Wed)	• Team meetings • Drafting of Aide Memoire
17 September (Thurs)	• OIE M&E assessment (Capacity building and M&E or Reporting Framework Development)
18 September (Fri)	• Aide Memoire Presentation • Team Meetings/Drafting Team leader departs for Australia 00.15 19 September
21-23 September (Mon to Wed)	• OIE M&E assessment (Capacity building and M&E or Reporting Framework Development)
25 September (Fri)	• M&E Specialist departs for Australia
26 September – 5 October	• Drafting of evaluation report
5 October (Mon)	• Submission of draft evaluation report
12 October (Mon)	• Submission of AusAID and OIE comments on the draft evaluation report
13 – 15 October (Tue-Thu)	• Revision and finalisation of evaluation report
15 October (Thu)	• Submission of final evaluation report

Annex 5. People and organisations consulted

AusAID

1. Phillippe Allen, Minister Counsellor
2. Julia Landford, First Secretary, Regional Emerging Infectious Diseases Program, attended Steering Committee meeting
3. Royce Escolar, Regional Program Manager, Emerging Infectious Diseases Unit, attended Steering Committee meeting
4. Michael Cole, Advisor-Aid Quality and Effectiveness
5. Sam Beever, Counsellor

OIE

6. Dr Gardner Murray, OIE Special Advisor, Facilitator at legislation, communications and emergency preparedness workshops; presenter at national seminars and veterinary conferences, Chair and member Steering Committee
7. Dr Ronello Abila, OIE Regional Coordinator and Sub-Regional Representative
8. Dr John Stratton, Program Coordinator, OIE/AusAID Program on Strengthening Veterinary Services in South East Asia
9. Dr Alexandre Bouchot, Technical Adviser, OIE Sub-Regional Coordination Unit for South East Asia
10. Dr Alain Dehove, OIE HQ representative and Coordinator of the OIE World Animal Health and Welfare Fund,

New Zealand Ministry of Agriculture and Forestry

11. Jeremy Lambert, communications workshop facilitator, Director of Communications, Wellington, New Zealand

Australian Department of Agriculture, Forestry and Fisheries

12. Dr Jill Mortier, Legislation & governance workshop facilitator
13. Dr Tony Callan, Emergency management workshop facilitator
14. Dr Peter Black, Department of Agriculture, Forestry and Fisheries, member of Steering Committee, facilitator in Emergency Management workshop

CSIRO

15. Dr Chris Morrissy, leader of AAHL HPAI lab component

ASEAN

16. Suriyan Vichitlekarn, Senior Officer for Agriculture, ASEAN Secretariat, Jakarta, Indonesia; responsible for Asian Sectoral Working Group on Livestock and veterinary related matters.

FAO

17. Wantanee Kalpravidh, Regional Coordinator Emergency Center for Transboundary Animal Diseases, Food and Agricultural Organisation, Regional Office for Asia and Pacific, Bangkok
18. Dr Tata Naipospos, Technical Advisor, FAO, Laos and previous OIE Technical advisor in Bangkok

Thailand

19. Dr Prapas Pinyocheep, Suvarnabhumi Airport Animal Quarantine, Legislation and Governance Workshop participant
20. Dr Panpilai Aywan, Legal Officer, International Affairs Division, Department of Livestock Development) Legislation and Governance Workshop participant
21. Dr Pratuang Sudsakorn, President The Thai Veterinary Medical Association, Legislation and Governance Workshop participant
22. Dr Pornpiroon Chinson, Department of Livestock Development, Emergency Management Workshop participant
23. Dr Pranee Panichabhongse , Senior Veterinary Officer, Zoonoses section, Department of Livestock Development Communications Workshop participant
24. Dr Orapan, Senior Veterinary Expert, Department of Livestock Development, National Seminar stakeholder representative
25. Dr Thanida, Bureau of Livestock Standards and Certification, National Seminar stakeholder representative
26. Dr Prasit Chaitaweasab, Director International Animal Health Affairs, Department of Livestock Development, National Seminar stakeholder representative
27. Ms Vimonrat Premisiri Technical Manager, Thai Broiler Processing Exporters Association, National Seminar stakeholder representative
28. Dr Sujira Parchariyanon Head of Virology Section, National Institute of Animal Health, Department of Livestock Development, staff receiving training from through AAHL
29. Dr Bundit Nuansrichay, Virologist, National Institute of Animal Health, Department of Livestock Development, staff member receiving training from AAHL

Laos

30. Dr Syseng Kounsey, Deputy Director, National Animal Health Centre, Department of Livestock and Fisheries
31. Dr Phouth Inthavong, Department of Livestock and Fisheries, representing Laos Director General
32. Dr Phouvong Phommachanh, Head of HPAI laboratory. Received training from AAHL
33. Dr Anja Globig, Federal Research Institute for Animal Health, Insel Riems, Germany, FAO technical expert working in Laos HPAI laboratory
34. Dr Phouth Inthavong, Emergency Management Workshop participant;
35. Dr Phachone Bounma, Legislation and Governance Workshop participant
36. Ms Onekham Insomvilay, Communications Workshop participant

Philippines

37. Director Davinio P. Catbagan, Officer-in-Charge, Bureau of Animal Industry (BAI) and Chief Veterinary Officer

38. Dr Emelinda Lopez, Senior Agriculturalist and OIE National Animal Health Contact Person, Bureau of Animal Industries, Avian Influenza Secretariat, OIE PVS evaluation in-country support staff.
39. Dr Teodulo Topacio, Chairman, National Advisory Committee for Animal Disease Control and Emergency, Legislation and Governance Filipino participant
40. Atty. Edgardo Sison Senior State Solicitor, Office of the Solicitor General, Legislation and Governance Filipino participant
41. Dr Edna Filipe, Filipino HPAI laboratory staff receiving training from through AAHL
42. Dr Magdalena Cruz, Head of Laboratory, Philippines Animal Health Centre, attended project initiation meeting at AAHL
43. Dr Reildrin G. Morales Senior Agriculturist Animal Health Division (AHD)-BAI, Deputy Head, National FMD Task Force, OIE PVS evaluation in-country support staff.
44. Dr Fedelino Malbas, Head Veterinary Research Department, attended national seminar, OIE PVS evaluation in-country support staff.
45. Atty Jane Bacayo, Director National Meat Inspection Service, Department of Agriculture, OIE PVS evaluation in-country support staff.
46. Dr Minda Manantan, Deputy Executive Director, National Meat Inspection Service, OIE PVS evaluation in-country support staff.
47. Dr Roseller Manalo, Senior Meat Control Officer, Meat Import Export Assistance and Inspection, National Seminar stakeholder participant
48. Dr Jasmin Ala, Meat Control Officer, National Seminar stakeholder participant
49. Dr Rafael T. Mercado, Chief, Livestock Division, Department of Agriculture Regional Field Unit XI, Emergency Management Filipino participant
50. Dr Manuel C. Carlos, President, Philippine Veterinary Medical Association, Participant in 2nd Legislation Workshop, National Seminar and Veterinary Congress
51. Dr. Karen Beatris Rose Dazo, Senior Agriculturist, Disease Intelligence & Epidemiology Section, AHD-BAI, Communications Filipino participant

Annex 6: Methodology

Independent Progress Report and M&E Development
OIE/AusAID Project on Strengthening Veterinary Services
September-October 2009

Preliminary Methodology for Stakeholder Consultation – Version 1

1. Overview of the Project

The OIE/AusAID Project on Strengthening Veterinary Services to Combat Avian Influenza and Other Priority Diseases in Southeast Asia (PSVS) is a A\$2.4 million (US\$1.9 million) three-year program from 30 April 2007 to 30 June 2010 co-funded by AusAID and DAFF.¹⁹ The goal of PSVS is to “strengthen Veterinary Services consistent with OIE policies and objectives, thereby improving their capacity to control and prevent trans-boundary, emerging and re-emerging animal diseases”.

The four key PSVS components and their corresponding objectives are:

- 11. Governance, legislation and policy development** - to strengthen veterinary governance through development of policies complying with sound governance and legal principles
- 12. Animal health communication, coordination and networking:** To garner support from key government officials, private sector and other stakeholder in strengthening veterinary services
- 13. Technical capacity building:** To develop capacities for early response to control outbreaks of trans-boundary, emerging and re-emerging animal diseases
- 14. Strengthen AI Laboratory Network in support to OFFLU:** To strengthen AI Laboratory Network, and improve laboratory diagnosis through enhancement of Quality Assurance (QA) systems

Key project activities include: regional capacity building workshops in veterinary emergency management, communications and legislation, national seminars to educate and engage stakeholders on OIE standards and improving Veterinary Services, support of the OIE Performance of Veterinary Services (PVS) training, evaluation and Gap Analysis activities, engagement of high-level officials to obtain support for PSVS, and a program delivered by the Australian Animal Health Laboratory (AAHL) to improve regional laboratory capacity for AI diagnosis.

PSVS is implemented by the World Organisation for Animal Health (OIE) through a Project Coordinator based in its sub-regional office in Bangkok, Thailand. The project covers eight Southeast Asian countries: Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Thailand, and Vietnam.

The agreement between AusAID and OIE included monitoring and evaluation (M&E) arrangements for the Project that included:

- c. Development of a project M&E framework by the Project Coordinator; and

¹⁹ AusAID's contribution is US\$1.764 million over three years. DAFF's contribution is US\$143,850 over one year. Actual implementation commenced in 28 September 2007.

- d. Conduct of an Independent Evaluation organised by AusAID with the review report to be provided to the Steering Group and to OIE headquarters.

To date, PSVS does not have an existing M&E framework to guide its implementation and reporting. A draft M&E framework was developed by the first Project Coordinator but a need for expert M&E input, in addition to technical veterinary expertise, was deemed necessary for the finalisation of an effective M&E framework. This independent evaluation provides the PSVS project with this opportunity.

2. Objectives of the Independent Project Report (IPR)

The primary objectives of the evaluation are to: identify project achievements, provide advice to improve implementation quality, and gather lessons and options that may be required for the design of any follow-on phases or new activities.

The Terms of Reference identifies the following areas of focus:

Assess the PSVS achievements against the following evaluation criteria:

- i. **Relevance.** Assess whether PSVS contributes to higher level objectives of the aid program outlined in regional and thematic strategies (e.g. AusAID's Pandemic and Emerging Infectious Disease Strategy 2006-2010, draft Asia Regional Engagement Strategy 2009-2015, and Gender Strategy).
- j. **Effectiveness.** Assess whether PSVS has clearly stated objectives and is achieving those objectives; Clarify end-of-program outcomes and revise program objectives, if necessary.
- k. **Efficiency.** Assess whether PSVS is managed: i) to get value for money from AusAID's inputs of funds, staff and other resources, and ii) to continually manage risks. This includes financial, resource and activity management by the OIE Sub-regional office/PSVS Project Coordinator, but not the management of the OIE World Fund.
- l. **Impact (where feasible).** Assess whether PSVS produces positive or negative changes (directly or indirectly, intended or unintended).
- m. **Sustainability.** Assess whether the activity appropriately addresses sustainability so that the benefits of the activity will continue after funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.
- n. **Monitoring & Evaluation.** The M&E Specialist will:
 - i. Assess current PSVS M&E approaches and the effectiveness of these approaches in measuring progress towards project objectives;
 - ii. Assess OIE's capacity to implement M&E activities until June 2010;
 - iii. Recommend simple steps to improve project-level M&E with the objective of assisting OIE in preparing an outcome-based Activity Completion Report (ACR) by 2010.
- o. **Gender Equality.** Based on the four dimensions of gender equality (e.g. access, decision-making, women's rights, and capacity building), assess the degree to which PSVS advances gender equality and promotes women.
- p. **Analysis & Learning.** Assess whether PSVS is based on sound technical analysis and continuous learning.

Preliminary stakeholder consultations with AusAID revealed some areas of additional emphasis. These are: effectiveness of project management structures; quality of outputs or interventions; factors effecting adoption of the project interventions in host countries; linkages with regional structures; sustainability and gender. More details of these issues will be provided in Section 4 below.

3. Utilisation of Findings

Key management decisions that will be informed by the findings of the IPR are:

- What adjustments can be made to the current project to ensure that implementation quality is as high as possible within the resources available?
- If AusAID decides to allocate more resources to animal health under the new Regional Strategy, then what aspects of the work to date have been successful, and where does AusAID's comparative advantage lie? What are important options to consider for any follow-on work?

Approaches to enhance utilisation of findings that will be adopted for this IPR are:

1. Ensure that key stakeholders responsible for implementing the program have the opportunity to contribute to the design of the IPR information requirements and methodology;
2. Ensure that key stakeholders responsible for implementing the program have sufficient opportunity to discuss the findings and recommendations of the Review Team before the final report is submitted. This will include the resource implications and feasibility of recommendations.
3. Mechanisms to disseminate and follow-up on report recommendations will be developed by AusAID during the review and will be described in the IPR report.

4. Information Requirements and Broad Approaches

4.1 Overview of Information Requirements

This section describes the information required during this review, and methods employed to collect that information. A more detailed list of information required, or evaluation questions, can be found in Annex 2. Often TORs are written in a way that requires slight restructuring for the development of the methodology for the mission and to enhance clarity in allocating tasks to IPR team members according to their area of technical expertise. The following re-ordering of information requirements still includes all aspects of the original TORs.

The logic of the review design is that the IPR will focus on four main areas:

1. Continuing Relevance of the Project: this includes a brief review of the context in which the program is being delivered. Any significant changes in the environment will be identified including donor and national government, Australian and regional directions in the delivery of veterinary services, and an assessment of whether or not the Project continues to address priority areas in regional and national responses. The continuing relevance of the design will not be systematically assessed against all national and regional strategies, rather, it will be addressed through interviews collecting information on the perceptions of key stakeholders. This aspect of relevance will be focused on any adjustments required to the current project, as well as feeding into the identification of priority areas in any follow-on program of work.

Relevance will also be assessed with respect to the likely contribution of the project to higher level objectives of the aid program. The three key strategies will be: AusAID Pandemic and EID Strategy 2006-2010; the draft Asia Regional Engagement Strategy 2009-2015; and the Gender Equality Strategy 2007. For this aspect of relevance, contribution to higher order objectives will be determined by a comparison of the project objectives with the strategic objectives and the application of professional judgement in terms of the likely extent of the contribution.

2. Achievements of the Project.

Firstly, this will include an assessment of the extent to which the program stakeholders have a shared view of the intended outcomes at the end of the program.

Secondly, it includes an assessment of the extent to which the program has either achieved **sustainable development outcomes** or has progressed toward intended (or unintended) outcomes. One of the challenges in this project is that the project documentation does not provide sufficient detail as to the expected *end-of-project outcomes*. Therefore it is not possible at this stage to provide a detailed description of the key outcomes for the review. This will be addressed in the first review activity described in the previous paragraph. However outcomes are likely to be related to: veterinary policy and legislation; coordination and networking between key stakeholders in the public and private sectors; technical capacities for early response to control outbreaks; and strengthened laboratory linkages or networks in the region, and enhanced quality assurance systems.

Thirdly, the review will collect information on gender equality outcomes that may have been achieved (access, decision-making, women's rights and capacity building) It will also put some emphasis on the extent to which the project has linked in with regional structures and how this has been operationalised through the project.

The likely sustainability of these outcomes will be an important focus. Factors that account for the achievement (or not) of sustainable development outcomes will also be identified – that is, the effectiveness of the project sustainability or exit strategy (designed or inferred) will be reviewed. In addition to seven broad factors for sustainability (ownership; institutional integration, enabling environment; financial capacity; absorptive capacity; policy context; project resources) some specific factors of interest will be explored. These include: the extent to which the project is working through partner systems; and integration of training into local institutions.

Factors that account for the achievement of sustainable outcomes will be explored – both inhibiting and facilitating factors. This will include an assessment of whether or not the project design had sufficient interventions in place to have a reasonable expectation of achieving the intended outcomes.

3. Quality of Implementation: First, the **quality of outputs** will be assessed. This refers to the quality of project deliverables such as training and capacity building, or other deliverables of the program. Factors accounting for the quality of outputs will be identified. Then, **progress of implementation** of activities will be assessed against the annual plans. This includes an analysis of the pace of program expenditure. Factors accounting for delays will be identified, as well as a discussion of the implications of these delays (and any related under-spending) to ongoing approaches to achieving intended outcomes during the life of the project.

4. Effectiveness and Efficiency of Program Management Systems: this includes reviews of the appropriateness of the program strategic oversight (governance); quality of strategic and annual planning and how on-going activities are selected for each country; the quality of M&E and risk

management systems; adequacy of financial reporting; and general considerations of value for money of the approaches adopted.

M&E systems will have special emphasis in order to improve current systems. This involves a thorough appraisal of the quality of M&E systems including an assessment of OIE's capacity to implement M&E activities (especially demonstrate achievement of outcomes) to the end of the project.

4.2 Broad Approach

The IPR will assess the program at the regional and country levels. At the regional level the focus will be on regional linkages and whole-of-project management, while at the national level all four information categories will be examined to deepen understanding of how the project is operating, the achievements and factors contributing to those outcomes *in the context* of three selected countries – Thailand, Laos PDR and the Philippines.

The time and resources available do not allow a review of all the activities being conducted across all selected countries. Therefore, a sample of activities in the three countries will be selected and reviewed in more detail. After a preliminary meeting with the implementation team to outline all major activities and achievements to date, the IPR team will select a sample of outcomes and interventions (or outputs) to examine in more detail. All four *areas* of information discussed above will be collected from each country.

5. Scope, Phasing and Sampling

5.1 Scope and Flexibility of IPR Design

The scope of the review presented here is very broad, with limited time available for interviews in Bangkok, Vientiane, and Manila. There is significant information required from interview respondents. It is not always possible to enable respondents to answer the broad range of questions within the time allocated for the interview (usually one hour). At times, the reviewers will need to make decisions to sacrifice some information to pursue important emerging information that was not anticipated during the design. At times the reviewers may need to conduct interviews separately.

5.2 Phasing of IPR

Information collection will be conducted in two phases. The first phase is a preliminary documentation review and development of the methodology. Some other documents such as annual work plans, progress reports, any existing implementation strategies, M&E plans, risk management plans and minutes from key management meetings will be reviewed either in Australia or during the in-country mission if additional documents emerge. If available, reports from sampled capacity building activities will also be reviewed.

Phase two will involve the in-country mission to the three project countries listed above.

There will be seven groups of respondents for this part of the review:

1. AusAID Posted Officers in Bangkok;
2. OIE Regional team and Special Adviser
3. A sample of representatives of relevant donors at the regional and national levels. Relevance is determined by their capacity to comment on contextual changes in animal health and veterinary services, and *especially where they have had direct involvement with this project*. This includes OIE representatives from Paris and Tokyo;

4. Steering Committee representatives including DAFF;
5. Australian technical advisors or trainers who have direct responsibility for delivering aspects of the project. This ought to be, at a minimum, with respect to the key activities under review.
6. Senior officials in Thailand, Laos PDR and the Philippines with direct involvement with the project and in decision-making roles;
7. Direct beneficiaries of any training, workshop, seminar or in-country activity that requires mentoring who are working on the selected area of interest. In Laos, this will be legislation, in the Philippines it will be communication networks, and in Thailand it will be XXXX (to be discussed with OIE team).

5.3 Sampling

Purposive sampling was applied to select the three countries for closer review. The criteria for selection of these Activities are: a) one country that represents a limited resource environment (Laos PDR); b) one country that represents a more developed and resourced environment (the Philippines); and Thailand was chosen as the regional base for the project.

6. Methods

Due to the limited time available in each country, the review is not intended to provide proof of achievement of stated outcomes of the program. No primary data will be collected for any of the three countries beyond stakeholder perceptions and any observations that may present themselves opportunistically. However, any evidence-based output and outcome data reported in any M&E reports or progress reports will be reviewed and incorporated into the findings.

The review is a desk review of documentation, supplemented by in-depth interviews using qualitative questioning techniques seeking the perceptions of relevant stakeholders described in the seven respondent groups above. Multiple perspectives strengthen confidence in the findings where primary data is not available. Although reliability and validity of findings will be weaker than if a formal outcome evaluation with the collection of primary data was carried out, this is well beyond the resources available to AusAID for this IPR. Many of the findings will be based on a combination of stakeholder perceptions and the professional judgment of the IPR team. The project M&E systems have not yet produced credible evidence of achievement.

Observations do not appear to be possible with the current scheduling of activities, however, if even small opportunities present themselves to observe project activities, then these will be taken.

Annex 1 shows the checklist for review of documentation.

Annex 2 shows, in detail, the review questions that will be addressed, and shows the methods for each topic area. Tools include document checklists for document reviews, and interview guides for the in-depth interviews. These tools will be developed by the team at the time of the in-country visit and will evolve somewhat during the review period as new issues emerge. Questions presented in Annex 2 will be structured during interviews to ensure there is logical flow of discussion rather than going through a list of questions mechanically. This list is used by the reviewers to guide topics of discussion during the interview, and to make certain that the information requirements of the review TORs are met. They can also be used to give respondents the opportunity to prepare for their interviews.

Annex 2 also shows the team responsibilities for information collection and report writing to allow team members to focus their reading during document reviews, and questions during interviews.

7. Scheduling Guidance

Using the respondents identified in Annex 2, AusAID and OIE implementation team can begin to make appointments for the mission. There are other considerations in terms of additional time slots required which are:

- At least three two-hour meetings with the OIE team (preferably more if time permits)
- Weekly IPR team reflection meetings where issues and solutions are discussed
- Limit meetings over meals to networking purposes rather than formal data collection exercises.
- Three half day sessions (or the equivalent) per week to enable to IPR team to process and analyse interviews. Two of these sessions can be done on the weekend, and one during the week if time permits.
- One half day capacity-building session to assist the team to respond to recommendations (this could address issues such as sustainability strategies, or gender)
- One two-hour session to discuss the proposed findings of the mission and to test the feasibility of recommendations with the OIE and AusAID teams.
- This methodology does not address the more detailed work required on M&E as this will be treated as a separate exercise.

Annex 1: Checklist for review of documentation.

Use the following checklist of questions to review the technical workshop reports, reports of national seminars and training materials. Note that not all questions may apply.

Document title:_____ Reviewer:_____ Date:_____

1. What was the quality of facilitation and information transfer?

2. What was the quality of technical content?

3. What was the quality of intelligence gathered?

4. What was the quality and depth of discussion?

5. What was the quality of individual and group work plans?

6. What was the quality of participants?

Other comments:

Annex Two: Review Questions, Methods and IPR Team Responsibilities

1. Continuing Relevance of the Program

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
1.1	Has the context for trans-boundary emerging and re-emerging animal diseases changed in significant ways since the original design of the program? (New directions)	In-depth Interviews Document Review	OIE Implementation team DAFF Representatives AAHL Laboratory Representative OIE Paris and Tokyo Key donors Country Managers Senior officials from Thailand, Laos and Philippines – define who Any recently published situational analyses of the regional context to be provided by OIE	Tristan Jubb
1.2	Does the Program continue to meet gaps or priority issues in regional and national trans-boundary emerging and re-emerging animal diseases or have other stakeholders addressed these since mobilisation of the Program?	In-depth Interviews	OIE Implementation team DAFF Representatives AAHL Laboratory Representative	Tristan Jubb

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
			OIE Paris and Tokyo Key donors Country Managers Senior officials from Thailand, Laos and Philippines – define who	
1.3	To what extent is the project documentation and actual implementation consistent with AusAID policy environment?	Document Review	AusAID Pandemic and EID Strategy 2006-2010 Draft Asia Regional Engagement Strategy 2009-2015 AusAID Gender Equality Strategy 2007 AusAID Practical Sustainability 2000	Tristan Jubb

2. Achievement of Sustainable Outcomes

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
2.1	To what extent do stakeholders have a shared view of the	Document	Project Agreement	

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
	intended end-of-program outcomes? - <i>technical outcomes relating to prevention, surveillance and response</i> - <i>gender equality outcomes</i> - <i>regional linkage outcomes</i> - <i>to what extent are these consistent with program documentation?</i>	Review In-depth interviews	Logframe Annual work plans M&E framework (current version) AusAID Bangkok Posted Officers DAFF AAHL Representative OIE Project Team Leader OIE Country Manager Relevant Senior Implementation Partners at Country Level Australian TrainersSampled beneficiaries (capacity building)	Susan Dawson (Tristan Jubb to focus on technical outcomes relating to animal health)
2.2	To what extent did program documentation <u>report</u> achievement of outcomes? - <i>was this evidence-based or" professional-judgement" reporting?</i> - regional level	Document Review	Six monthly reports Annual reports Products of M&E system (if available)	Susan Dawson (Tristan Jubb to focus on technical outcomes relating to animal health)

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
	- country level			
2.3	To what extent did stakeholders <u>perceive</u> that development outcomes were achieved? (A series of qualitative questions are required to assist the respondents to articulate outcomes achieved at the time of the IPR) - <i>achievement of development outcomes relating to the four components articulated in the design and annual plans (governance, legislation and policy; networking; early response to outbreaks; and laboratory networks and QA)</i> - <i>achievement of unintended outcomes</i>	In-depth Interviews	DAFF Representative AAHL Representative AusAID Bangkok Posted Officers OIE Project Team Leader OIE Country Managers Relevant Senior Implementation Partners at Country Level Australian Trainers Sampled beneficiaries (capacity building)	Susan Dawson (Tristan Jubb to focus on technical outcomes relating to animal health)
2.4	To what extent are outcomes likely to be sustainable? - <i>technical outcomes relating to the four component objectives</i> - <i>gender equality outcomes</i> - <i>regional linkage outcomes</i> Sustainability Factor Analysis - <i>Extent of ownership</i> - <i>Recurrent budget implication and response</i>	Document Review In-depth Interviews	Project Agreement/Design Annual and six monthly Plans Implementation strategy documents if available DAFF Representative AAHL Representative AusAID Bangkok Posted	Susan Dawson (Tristan Jubb to focus on technical outcomes relating to animal health)

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
	- <i>Institutional integration</i> - <i>Enabling environment for capacity adoption</i> - <i>Absorptive Capacity</i> - <i>Policy context</i> - <i>Project Resources</i>		Officers OIE Project Team Leader OIE Country Managers Relevant Senior Implementation Partners at Country Level Australian Trainers Sampled beneficiaries (capacity building)	
2.5	What factors have accounted for the achievement (or not) of development outcomes? - <i>contextual factors</i> - <i>sustainability factors</i> - <i>design and on-going resourcing/adequacy of inputs</i> - <i>implementation approach factors</i> - <i>incentives to engage at national level</i> - <i>program management factors</i> - <i>what processes are in place to integrate (analyse and respond to) issues of gender equality?</i>	Document Review In-depth interviews	Annual and six monthly Plans DAFF Representative AAHL Representative AusAID Bangkok Posted Officers OIE Project Team Leader OIE Country Managers Relevant Senior Implementation Partners at Country Level	Susan Dawson (Tristan Jubb to focus on technical outcomes relating to animal health)

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
			Australian Trainers Sampled beneficiaries (capacity building)	

3. Quality of Implementation

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection
3.1	What is the quality and effectiveness of program deliverables? - <i>workshops, seminars or training sessions delivered and extent of follow-up for adoption of new behaviours</i> - <i>technical content</i> - <i>design and conduct of pilot activities</i> - <i>Legislation activity in Laos</i> - <i>Communication activity in Philippines</i>	Document Review In-depth interviews	Training or workshop reports and evaluations if available Curricula for selected training OIE Implementation Team Relevant Senior Implementation Partners at Country Level Australian Trainers Sampled beneficiaries (capacity building)	Susan Dawson (Tristan Jubb to focus on technical quality with respect to animal health)
3.2	What are the key factors that account for the quality of program deliverables?	In-depth Interviews	OIE Implementation Team Relevant Senior Implementation Partners at	Susan Dawson (Tristan Jubb to focus on technical quality)

			Country Level Australian Trainers Sampled beneficiaries (capacity building)	with respect to animal health)
3.3	To what extent has the program been delivered according to the schedule provided in the annual plans? <i>- what are the implications of any delays, especially in terms of achieving the desired objectives of the program?</i>	Document Review In-Depth Interview	Annual and Six monthly Plans Progress Reports AusAID Bangkok Posted Officers OIE Project Team Leader/Team OIE Country Managers	Tristan Jubb
3.4	What factors have accounted for any delays? <i>- contextual factors</i> <i>- partner factors</i> <i>- OIE program management factors</i> <i>- AusAID program management factors</i>	Document Review In-Depth Interview	Progress and Annual Reports Steering Committee Reps OIE Implementation Team OIE Country Managers AusAID Bangkok Posted Officers Relevant Senior Implementation Partners at Country Level	Tristan Jubb
3.5	To what extent has the program expended allocated budget?	Document Review	Progress and Annual Reports OIE Implementation Team	Tristan Jubb

	- are there sufficient resources to complete the project - to what extent are their variances in expenditure against budget - what are the implications of these variances to the achievement of outcomes and completing on time	In-Depth Interview	OIE Country Managers AusAID Bangkok Posted Officers	
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4. Effectiveness and Efficiency of Program Management Systems

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
4.1	What is the quality of Program oversight and governance? - adequacy of roles and functions for each stakeholder with an oversight function - adequacy of performance of roles and functions - adequacy of outcomes of oversight functions	Document Review In-depth Interview	Agreement/Design Steering Committee Reps DAFF Rep OIE Implementation Team AusAID Bangkok Posted Officers	Tristan Jubb
4.2	What is the quality of strategic planning? - are current plans consistent with the original design document (to what extent has there been any design drift?) - what are the factors accounting for the quality of strategic planning?	Document Review In-Depth Interviews	Agreement/Design Progress Reports Steering Committee Reps DAFF Rep OIE Implementation Team	Tristan Jubb

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
			AusAID Bangkok Posted Officers	
4.3	What is the quality of annual planning? <i>- are plans realistic?</i> <i>- how are activities selected annually for national level?</i>	In-depth Interviews	Steering Committee Reps DAFF Rep OIE Implementation Team OIE Country Managers AusAID Bangkok Posted Officers	Tristan Jubb
4.4	What is the quality of M&E systems? <i>- design and methods</i> <i>- outputs (findings generated)</i> <i>- response to findings</i> <i>- dissemination of findings</i> <i>- is data sex disaggregated, and how is that data used?</i>	Document Review In-Depth Interview	OIE M&E Framework Progress and Annual Reports M&E reports (if available) Steering Committee Rep DAFF Representative OIE Implementation Team OIE Country Managers	Susan Dawson
4.6	What factors account for the quality of M&E systems? <i>- resources and expertise available (capacity of the team)</i>	In-Depth Interview	OIE Implementation Team OIE Country Managers AusAID Bangkok Posted	Susan Dawson

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
	- contextual factors - program management factors		Officers	
4.7	What is the quality of the risk management system? - documented system - stakeholder analysis of risk - feasibility and effectiveness of planned mitigations responses - monitoring of risk	Document Review In-Depth Interview	Agreement/Design Annual Plan Six monthly and annual progress reports AusAID Bangkok Posted Officers OIE Implementation Team Steering Committee Reps DAFF Representative	Susan Dawson
4.8	How adequate is program financial reporting? <i>For the program as a whole and for each of the 4 pilot activities (if possible):</i> -To what extent were there variations in acquittals? -Did line items appear fair and reasonable? -What was the reason for significant budget variations?	Document Review	Financial Reports	Tristan Jubb

Method Section	Review Question	Method	Documents Reviewed/ Respondent	Team Member Responsible for Information Collection and Section in Report
4.9	To what extent are the program approaches considered to be good value-for-money?	Document Review In-Depth Interview	Annual Plans Progress and Annual Reports AusAID Bangkok Posted Officers OIE Implementation Team OIE Country Managers Relevant Senior Implementation Partners at Country Level Australian Trainers	Tristan Jubb

Annex 7: Detailed findings to review questions

Annex 6.1: Findings – Continuing Relevance of the Program

- 1.1** *Has the context for trans-boundary emerging and re-emerging animal diseases changed in significant ways since the original design of the program?*
- 1.2** *Does the program continue to meet gaps or priority issues in regional and national trans-boundary emerging and re-emerging animal diseases or have other stakeholders addressed these since mobilisation of the program*

OIE – Implementation Team

The original intention was that the project would support the development of the PVS Evaluation tool. It was still in development and 20 countries were to be supported by the World Fund (USAID and WB). During the concept stage of the program we were expected to cover 8 countries in ASEAN plus PNG and Timor Leste. Brunei and Singapore were not covered. The evaluations were being done by the world fund so we dropped our focus on the PVS evaluation tool. We have only done the Philippines.

At the beginning we were ahead in our thinking, but since H1N1 there has been a lot of work done. It's all still highly relevant though. It's in line with the overall OIE global strategy. To manage any epidemic we need to be able to strengthen VS especially in terms of early detection and response. At the foundation of all of this is legislation and communications. We do think there is a need to focus on leadership skills to help with strengthening VS.

OIE – Special Adviser

There has been a really big change in a political sense. The 2003 response was an emergency response, the main policy shift has been Ministers recognition that emergency response is OK, but that we need more sustainable systems.

Secondly, there are more EID diseases to address. This is the fundamental change since we began.

In terms of the way countries are behaving in the greater region, the higher levels are recognising this and show a real desire to push forward, of course not all countries. How that plays out for this project is an acceptance that Animal Health Services are critical for human health and well being of farmers etc. That there is a sustainable requirement to move forward on this – we have to keep reviewing commitments through on-going review. Countries can self evaluate, prepare project plans, and develop their own in-house capacity.

Another area that is critical now is governance, its critical. We need to focus on getting governance arrangements in place. We need to work with countries to improve their understanding of the role of good governance.

The demand and interest in the standards is coming from a global movement. One World, One Health. Countries know what it means, that Animal Health is becoming important. Countries now want to participate so they can realise the financial gains. Thailand is focused on the exports; Myanmar is trying to move forward in livestock export, there is a clear economic driver.

I think we need to keep our work in the labs open, though not necessarily through this project. There is a meeting in a few weeks; perhaps we need to link the systems with FMD. I would like more analysis from AHL about what can be achieved here. How we continue conducting proficiency testing, this needs more thought. The lab meeting should talk about what the network needs in SEA and engage with some sort of continuous improvement process.

OIE – Steering Committee Member and EM Facilitator (DAFF)

The importance of AH and VS is increasing. Because of the increasing threats of a planet under stress you can't have effective interventions without effective VS. It's becoming more acute. SEA is a hotspot for EID, with rapid changes in social and ecosystems.

OIE – Communications Facilitator

There has been a significant shift in the past two years in improved communications. There are varying levels of engagement according to resources that are available. Other donor investments have been focused on the tactical work such as developing leaflets while AusAID support has been more focused on senior management which is a stronger strategy.

ASEAN Desk Representative – Agriculture

In relation to the work of PSVS, we are trying to build the ASEAN community. In our area we are not doing any implementation work. We try to help projects working under the framework link with each other and to ASEAN policy more broadly. We are at the cross roads at the moment for trans-boundary disease – we had been very disease specific, but resources rise and fall. We now want a long-term strategy to build capacity in animal health. We now have three broad strategic approaches:

Final version: 31 October 2009

- a) Strengthening VS which is the back bone of the work. Although we have been focusing on this for a long time, it has not been strategic enough, we haven't focused on legislation etc.
- b) Regional coordination of TADs (trans-boundary animal diseases) by strengthening regional coordination. I am not sure if there is a regional institution that focuses on this.
- c) Multi-sectoral cooperation to improve the contribution of the animal health sector to health development.

Our last meeting on this was in June where we focused on strengthening VS and also the three cross-cutting approaches. We would like to tap into the PSVS by including a standing agenda on strengthening VS. We want PSVS to participate on this basis. We not only want to tap the PSVS resources, but also to continue to link them with the policy framework and increase benefits to member states.

After the forthcoming study on ASEAN regional coordination on animal health and zoonosis in 2010 by the EC/FAO/AusAID/OIE, we will then articulate what regional cooperation would be best for implementation of the framework. The three approaches are only broad. We expect a few years if transitional period followed by full implementation. If PSVS is there with us, they could be an important instrument to support regional coordination.

We are informed about PSVS, when we discuss the global framework on TADs, through these we learn about PSVS. Sometimes a member country requests information, but we only report on the activity as part of our policy framework. We are expecting to discuss the actual mechanisms for things in the next meeting. We think that the important work of PSVS is the Gap Analysis and we hope this is bought out in their regional work.

Our interest is also in how we move from projects into a regional mechanism for collaboration. Perhaps in the longer term there will be a regional centre for animal health. Having that in mind, good collaboration and strong national capacity well planned VS with legislation and good governance.

We hope that the PSVS will expand. One way to boost institutional capacity will be to use regional policy mechanisms. How PSVS contributes to member states beyond the national level, to use national level interest to satisfy the regional commitments. For example, if the ADB HPAI project recognises PSVS, it can provide the link to integrate PSVS tools and resources.

There are other groups in the region working on standards, animal vaccines for example. We don't work on regional standards like in other areas in ASEAN as animal health has special characteristics relating to the national structures, like legislation. We can't adopt an "across the board" approach. Although having LDCs at the table, we might not be getting full harmonisation, but we are getting experience sharing.

If PSVS closes it will be difficult for us, but we are establishing an animal health trust fund. It's still quite early with US\$750,000 in contributions, but we will be establishing supporting mechanisms for animal health. The critical moment for us will be before this fund is operational, we worry about losing momentum. We need to convince member states to contribute. We expect it will be three to four years before this is operational.

FAO Representative – Bangkok

In terms of changes in the context, VS is still a good idea. Capacities are improving, awareness is changing. This capacity is the result of various donor efforts, but several are now pulling out. Overall, donor interest in HPAI is drying up. When there are no other donors around it is going to be a challenge. In terms of disease, it seems that this is no longer a priority.

Participant: Thai Workshop and Laboratory Visits

We have many donors working with our labs. Japan supports our collaborating centre on zoonoses; USDA is doing surveillance and linking human and animals with transmission tracing. USDA is also working on biosecurity.

OIE – Laboratory Facilitator

There is not excessive capacity building going on in the laboratories in the region. Vietnam and Cambodia are areas of focus, but the emphasis is on epidemiology, there is no donor working in the laboratories in all countries. In the early days of AI there were workshops going on all over the place. They got a lot of training, but they need mentoring in the laboratories.

AAHL sees itself as a reference laboratory for the region, having the contacts is the key. We are hoping FAO and USDA will fund more of our visits. Our theme leader at AAHL sees this as important work for AAHL. It's in our KPIs and our goals. We are often asked for help in the region. It's only if it will be expensive do we seek additional funding. We want to ensure that we are following the OIE rules.

Participant: Laos Workshop and Laboratory Visits

There are other donors working in our labs. FAO is providing antigens, but they are also working in other areas in surveillance, communications. OIE Japan Trust Fund is providing equipment and supplies and reagents, but that was only in the beginning. They are also doing real time PCRs and on rapid diagnosis with AI. USDA is training on AI diagnosis in Vietnam.

Participant: Thai Workshop and Laboratory Visits

We have many donors working with our labs.

DG Bureau of Animal Industries, Philippines

The context in VS is changing. It's more intense now. We don't get the same resources as in human health, but there is a need to harmonise the two sectors so that health does not detract from AH. But we really need external people to help us push the importance of AH.

Our priority areas in AH are human resource development, it's difficult for us to recruit younger people at the moment due to a government regulation. In the laboratories we really need more capacity. OIE and Japan are focused on three of our regional laboratories, and we are stills sending tissue to CDC in Atlanta.

Participants: Philippines Workshop and Laboratory Visits

We are working on biosecurity with USDA. We recently started a project with Ebola with FAO. Also surveillance on swine populations. CDC came and took some bat samples for Ebola to identify carriers. Most of the work on improving infrastructure and processes in GOP, that's why it's slow. Mostly USDA is working in the regional labs, NZ is establishing a lab in Region 3 doing equipment, training, supplies and materials. In 2008 Japan came to equip three labs and the national AH lab. They bought a sequence that no one can use. AusAID recently concluded establishing 2 labs in regions 2 and 12.

We have found it hard to attract GOP and donor support as there is no AI in the Philippines.

1.3 To what extent is project documentation and actual implementation consistent with AusAID policy environment?

Findings are in the main report.

Emergent Questions:

To what extent is there donor coordination in the regional and national contexts?

What is the role that OIE plays compared to other donors and organisations in the region?

OIE – Implementation Team

Other donors are complementing our work, rather than duplicating. When the EC started working on similar topics, we coordinated with them to ensure we were working in different geographical locations. They were doing similar things like Gap Analysis, and the Japanese are doing national level legislation work. Japan is focused at the national level while we are working at the regional, strategic level. We are focused more on how legislation works more broadly, while Japan is more focused on the technical development of legislation. We are focused on generic legislation, we are not disease focused.

The OIE from Japan is working in South Asia and the Pacific in communications, but we are developing our model for other sub-regional strategies.

No one else is working in management or governance. Many are working on HPAI specifically, with emergency preparedness, but we are trying to strengthen the link between VS and disaster agencies and other sectors. There has been a lot of focus on technical support, but nothing on key governance concepts with planning and leadership. Things like merit-based recruitment, financial planning. We want to raise awareness, not actually improve capacity.

Another area that needs attention is standards for vet education and the curriculum. It's important, but it's a big task. Not necessarily through us, but it is an important building block.

We spend significant time collaborating with FAO.

OIE – Special Adviser

The donor sector is crowded, but that's if you look at the titles of projects. Communications are being addressed by Japan, APEC, USAID, donors from all over the place. But despite these hordes, I don't see duplication, rather copying. There are communication meetings in Singapore now where our PSVS strategy is being used for their sub-regional strategy.

Another area of need is the development of countries to do their own Gap Analysis. I don't mean certifying people through the OIE Evaluations or Gap Analyses, rather as just part of normal systems planning. We haven't started that, but we could do a pilot.

There are hordes working in communications. Our work is different though, from one small meeting we have a sub-regional communications strategy.

OIE – Steering Committee Member and EM Facilitator (DAFF)

FAO works at country level, while OIE is trying to show how to share across countries. FAO is more focused at the country level through their projects, while OIE is interested in broader frameworks of change. We do need better discussion with FAO about our roles.

OIE – Emergency Management Facilitator (DAFF EM Manager)

OIE versus FAO roles: FAO is really supposed to be focused at the national level through delivery of projects, while OIE is concerned with developing broader frameworks for change. We do need better clarity between the two organisations, we need to have discussions on this. There is a framework that has been developed through recent meetings, but I am not sure how broadly this has been shared or taken up.

FAO Representative – Bangkok

Whenever OIE has activities in Asia we always collaborate especially in training and outbreak investigation. I got involved in capacity building for emergency response and participated in workshops as a resource person. I gave presentations at the PSVS workshops. We are still working together for future collaborations.

In the lab network area OIE is a major partner. We compare the objectives of both organisations to see how we can collaborate. The only way is to have a regional level meeting with AHL who are providing support in diagnosis and we got involved with their work at the Thai laboratory. We actually have a matrix for collaboration. We are having another meeting to discuss our collaboration in the following ways: a) providing training: this has not yet been agreed until we get country level agreement on topics and other issues followed by biosecurity and biosafety and QA and PT (proficiency testing); b) complement technical inputs: OIE does 6 monthly QAPT, we then complement with another visit to the lab which reflects the key concept of networking. For each visit FAO and OIE reviews each other's progress. FAO/PSVS and USDA are cofounding meetings and trainings. We are really happy with the lab network work as it has also pulled in USDA.

FAO started this networking 5 years ago, we wanted member countries to share HPAI and have better knowledge of epidemiology. There was a need to improve surveillance and labs. We wanted timely sharing, so we need to know each other. Countries don't yet feel the benefit from the information as they perceive donors as taking the information – we really have to maintain this database.

Countries are not good at communications, but there are so many short courses on epidemiology and very few of these courses actually follow up on participants.

FAO Laos Representative – Ex PSVS Program Officer/Manager

Roles and functions of stakeholders: FAO works at the country level, FAO finalises the process to improve legislation. OIE is working in the same area, but not in the same line. OIE is working on the standards. FAO is aware of the activities, but not closely related. It is good that we collaborate, but we need a better approach. It needs to be more institutional, at the moment its all by chance. We jointly organise workshops together, but it's only at the activity level, it's not strategic.

FAO have activities nationally in communications and emergency preparedness. There was a regional communications officer based in Bangkok. FAO has a field response focus.

Participant: Laos Emergency Management Workshop

OIE Role: OIE coordinates, and organises meetings to help member countries to share information and experiences.

Participant: Laos Legislation Workshop

The role of OIE is to provide principles, we try to follow them. FAO is across the sectors and is directly in-country, they are close to us. We have to report to OIE, and we get publications, but they don't work directly with us.

DG Bureau of Animal Industries, Philippines

OIE Roles: OIE lately has been focusing on VS. We are among one of the first countries to evaluate VS. FAO on the other hand is more focused on disease control via technical assistance; they are not interested in governance.

After the Gap Analysis I am not sure how OIE plans to support us to attract resources, but that is there role.

Annex 6.2: Findings – Achievement of Sustainable Outcomes

2.1 To what extent do stakeholders have a shared view of the intended end-of-program outcomes?

General Program Outcomes**OIE – Implementation Team**

Our intention in the beginning was to start the ball rolling and stimulate engagement in progressing the OIE standards. We wanted to identify regional policy implications from needs. In essence we are now trying to: a) help member countries to recognise the OIE standards; b) identify their capacity and gaps; c) map out a path for progress against the standards; and d) attract resources to progress the standards. We were also trying to build the technical capacity to stimulate engagement.

The knowledge we generate about each country in the four areas is for the project and the national levels to help countries identify their problems and to manage their donors.

We are trying to strengthen the link between VS and disaster agencies and other sectors.

There has been a lot of focus on technical support, but nothing on key governance concepts with planning and leadership. Things like merit-based recruitment, financial planning. We want to raise awareness, not actually improve capacity.

The PVS was the independent assessment, whereby the Gap Analysis was meant to be led by the country so they can attract resourcing.

OIE – Special Adviser

At the beginning of the project I was working in the Australian government. We were trying to respond to regional and global needs. Australia was a leader. The H5N1 program had received a lot of money and AusAID had spent a lot on EID. Not only did they focus on H5N1, but getting together human, animal and environmental agencies to address disease. We needed improved VS in groups of countries. Strong systems in one country was not enough to deal with the trans-boundary nature of the problem. OIE then wanted to develop a project to strengthen VS.

The original idea was to evaluate VS and to prioritise need. There were certain key gaps that had to be filled no matter what, that's our four components. The in-country workshops were to discuss the various OIE standards to apply. I work on the basis that this is the start of something. The three years is just a basic grounding and the identification of particular needs. At the end of three years I expect to see: an approach to communications customised to Animal Health Systems; a sub-regional communications strategy adopted by other regions; more familiarity with legislation and continuing support for development of specific legislation; enhance countries recognition of governance as it's so difficult to explain; for emergency management, countries would have a contract list, a simple plan, have defined the nature of basic and applied training.

The project was to fund the PVS evaluations, but the world fund has done this now. We need OIE to run some test training on PVS, using DG demand for this. Its self-evaluation. All we could do in the time left is to run a trial course to generate lessons in case we get further funding from AusAID or get money from other donors.

Overall the program is about educating as many people as possible, about raising their awareness of OIE and the standards and the importance of strengthening veterinary services.

DAFF got involved because this was all important to Australia, to contribute to Asia in a meaningful way. Australia could make a mark for a small amount of money. This view is in transition again. There had been a strong interest in biosecurity and the national interest. There was also a change in personnel, with a stronger focus on national issues and a reduction in resources as well. Small projects like this are really great for Australia's reputation.

ASEAN Desk Representative – Agriculture

We think an important role for PSVS is the Gap Analysis and we hope that this is brought out in their regional work. Member states have been involved in Gap Analysis individually, but not regionally. Gap analysis and training has been the focus of PSVS.

The national level sharing is expected to result in improving commitment. This commitment rests on national level resources. This is hindering our progressing a regional agenda in the immediate future. LDCs will reach a point where legislation is laid down, and even minimal resources will be applied. We want to use the regional platform to attract development partners to support progress. Either on specific issues or VS more broadly, or when new initiatives come along, fit them into the regional framework.

FAO Representative – Bangkok

The workshops are intended to assess each country's capacity for emergency management. They did a questionnaire. They were trying to urge participants to consider some of the key concepts and develop a plan for going home.

OIE – Steering Committee Member and EM Facilitator (DAFF)

Originally OIE was interested in the PVS tool. Although we were also interested, it was not a proven tool. It was looking to identify shortfalls in the systems, but we thought we already could identify key areas that would add value in the short-term *[component*

areas of legislation, communications, EM and Laboratory QA]. We had concerns about outsiders doing the PVS Evaluation, but it turned out to be a more powerful tool than we expected. I am not sure about the Gap Analysis content yet, I don't think it has been applied in Asia yet, but the World Bank sees the PVS Evaluation as really important because it is independent. It's more verifiable.

We tried to engage countries on a few topics. VS are in a bad state, there are little projects adding little bits, whereas we wanted to move ahead.

The project was also to give Australia more influence with OIE and at the member country level as well. The bottom line was to engage countries in a set of skills to broaden from a disease focus. We considered that after the PVS Evaluation and Gap Analysis, countries would have some tools to move forward. We were also worried that member countries would think that the PVS evaluation was outsiders coming in and taking their information. Without countries taking up the Gap Analysis this will all become isolated.

The [pre-workshop] questionnaires that we collated were not to develop a baseline of capacity, rather as a tool to get engagement in the workshops. The [capacity building] workshops were designed to develop a framework for planning through raising awareness of principles, guidelines, and broader issues.

Participant in the PVS Evaluation Philippines

I am not sure about PSVS and the PVS tool; could you explain how they are related? I did not know they were related.

National Seminars

Participant Group: Thailand National Seminar

The purpose of these seminars was to learn more about OIE and their role. It was about creating more understanding of OIE activities in the region. It was about the standards setting process, and to get broader knowledge about these things. We were supposed to have active participation in the recommendations from the workshop.

OIE – Steering Committee Member and EM Facilitator (DAFF)

For the national seminars, we were trying to make countries aware of OIE as an institution, and about what it was trying to achieve. How it complements other institutions. We were also trying to show why the PVS makes sense. Discussing standards and guidelines is dry, but we were linking that to the PVS tool so that needs could be more effectively identified and to raise capacity.

Veterinary Conference Presentations

OIE – Implementation Team

These were mostly intended to let vets know about the importance of strengthening vet services. About 40-50% of vets at these conferences are government vets. We gave 20 minute presentations on the role of OIE and EID. We interact with participants during breaks trying to raise awareness. They are mostly interested in standards. We don't expect much in response to this aside from following up topics that interested them on the web site. We want to make sure that OIE information or research is valuable to them.

Emergency Management Workshops

OIE – Emergency Management Facilitator (DAFF)

Our entry point was the PVS tool. Although it was not a proven tool, we were interested. The tool was designed to identify shortfalls in capacity, but we thought it was obvious what the needs were and we wanted to get some things started while we waited for the tool to produce findings. Originally we had concerns about outsiders implementing the tool, but in the end it has turned out to be a powerful tool.

We are trying to provide vet services with tools, systems and processes. By the end of PSVS we expect countries to have a similar set of structured responses, something they call a response plan and the systems and tools to apply it.

We were also trying to make the member states have an understanding of OIE as an institution, its roles and functions, and what it was trying to achieve. The project was supposed to complement other organisations work. Discussing standards and guidelines is a bit dry; we wanted to link the PVS tool to better identification of needs to raise capacity.

We thought the lab work was important as we were trying to get leverage from other activities with the small investment. We expected to get traction from Indonesia, they already had projects working on the labs – this was supposed to be a small additional support to that. We expected AHL to influence how all the labs interacted. We were hoping that there would be a regional reference lab that would focus on improving QA in the member countries.

The bottom line was that we would engage countries in improving VS through focusing on a set of skills, but to broaden the more typical disease focus on strengthening systems.

We selected the topic areas more from our thoughts on what were the priorities, rather than the OIE standards exactly.

It was meant to be a catalyst – to develop the context so that there was a better reception and application of the findings from country gap analyses. After the gap analyses were completed, we hoped that the member countries would have a set of tools they could apply to progress their VS. We were concerned that there might be a perception that OIE would come in with the PVS evaluations and just take their information. Without the gap analyses being done, PSVS work under the components will be a little isolated. There hasn't been an uptake of the gap analyses like we expected when we designed the project.

We haven't really discussed exactly what we were expecting to see by the end of the project.

Participant: Laos – Emergency Management Workshop

The workshops were aiming to evaluate how VS in each country is going on -to improve the VS as well as based on emergency preparedness, legislation and diagnostics capacity.

Communications Workshop

OIE – Communications Facilitator

With the communications work, we were trying to focus on the development of a regional strategy in communications and stimulate countries to think about implementation. The Philippines offered to start the work on this activity at the national level. This was mostly about developing an enabling framework to provide the support to start work either bilaterally or multilaterally. We were trying to identify opportunities and issues that cut across countries. We were trying to move people forward on something that was not well understood, give them an operational framework that they could use as an advocacy tool. At the very least we wanted a strategy to manage donor programs, and to get leverage out of the tactical work. We are also trying to help countries improve their coordination at the national level.

We are not trying to work at the national level as we don't have the resources for that.

New Zealand is interested in participating in this as we are interested in a reduction of biosecurity risks in the region. I have a role in facilitating communications issues in NZ and we are interested in more trans-Tasman work to benefit countries in Asia rather than only the Pacific.

For the remainder of the project we expect to have country action plans in place with about 12 months of implementation. Countries will be demonstrating that they can learn from their experiences, have increased communications capacity, have permanent staff members in place and positions in each government department. There will be annual regional meetings that are self funded. There will be senior leaders in each organisation. *[Interviewer clarified whether this expectation could be met in remaining time]*. I am not sure about the resources to achieve this though. I plan to have one more workshop in December and then my input will be over.

Legislation Workshops

OIE – Legislation and Governance Facilitator

We will be having one more workshop on legislation to progress the guidelines. In terms of the residual of the project, we are trying to improve legislation and governance in member countries. There is a lot of work going on in the region, but it's not well coordinated so we are allowing cross country discussions. We will improve the quality and quantity of legislation; enhance understanding of good governance and how to go about achieving that. It will be beyond simple understanding, and there will be a clear chain of command to action.

In terms of governance we want to translate western notions of good practice and propose ways forward that are appropriate for this context. We need to find the middle road. We need to chip away to realise any impact.

Most countries have had the PVS evaluation that shows legislation is an issue. Then OIE does a review of legislation and governance, though I am not sure if it's the project that does that. Perhaps the project is supporting OIE to do that and to help countries seek funding.

Gender outcomes are not going to come up. It's not an issue in Australia either. Not at the level of governance either, it's not an issue at all. I really can't see how this would come up in the governance work. The attendance at workshops is fairly balanced.

FAO Laos Representative – Ex PSVS Program Officer/Manager

We expected that the project would leave behind basic principles of legislation and emergency management - that these principles would be understood at the national level, by the decision makers. In the beginning we expected that the right people would attend, listen to the principles and then bring them home.

We sent out questionnaires before the workshop to see what their principles were. We did compile to questionnaires, but I don't know what happened to the information.

Laboratory Workshop and Laboratory Visits

OIE - Special Adviser

The lab services work was originally trying to set up a regional hub to fit into the OIE/FAO network, to get a picture of the nature and distribution of flu. In the process OIE said rather than a hub, we might modify to improve competencies, to be confident that results would be correct - improved diagnostic capacity. This was between OIE in Paris and AAHL in Geelong.

The intention was not to build a long-term engagement with OIE and Geelong, rather looking to set up a lab network and on increasing the number of players in the field. AAHL was one of OIE's reference labs for AI and a collaborating centre for quality systems. We hoped there would be a broader approach to the networks than just AHL filling the needs. We were attached to PSVS so that AusAID could also further support OIE.

OIE – Steering Committee Member and EM Facilitator (DAFF)

We thought the laboratory component was useful as we could get leverage off the small investment. We were expecting to have the QA working and embedded into the system.

OIE – Laboratory Facilitator

We have conducted a first round of PT testing to test the process. Our intention is that all the labs will do PT in the same way, and to keep records. We are setting up standard operating procedures, sheets to record information, and give positive controls if they don't have them. That's what the first workshop aimed to do, to standardise across the region. Indonesia was too busy for the first workshop and Laos didn't send anyone as they found it hard to get organised in time.

For the coming 12 months, we will do another PT round to tell us how well the laboratories are going. If there are still problems we will identify what else needs to be done. If FAO funds our future visits we could concentrate on those who need assistance most. Not Indonesia or Vietnam for example.

Our expectation for after the project is that Indonesia and Vietnam will not require further assistance, if further work needs doing we will seek additional funding through AusAID. This ought to be continued, we can be on call for countries, but only if there is a funding commitment as we cannot distract AAHL from their core activities protecting Australia.

Participants: Philippines Workshop and Laboratory Visits

After the project we are hoping for a better QA system, improving how we monitor our controls. We would be using the protocols with our other regional labs and we would be doing our own PT. We would also want open communication with other labs in the region. We want to have established reference labs and established networks.

We hope to be able to produce results like Australia as a result of the PSVS, we want to be able to establish results through proficient people and get the SOPs for other diseases.

2.2 To what extent does the program report achievement of outcomes

Document Review

There was no formal M&E system. Early progress reporting focused on activity reporting. The last progress report attempted to address some outcome achievements, and focused on the following outcomes:

- Regional Capacity Building Workshops: Recorded improvements in VS policy and implementation in each of the three fields in individual countries, with demonstrated improvements in animal disease management and systems with flow on benefits to key stakeholders.
- National Seminars: Greater assistance from direct stakeholders in improving the VS system, arising from a clearer understanding of the importance and function of VS and knowledge of the role they can play. A higher profile for PSVS and strengthening VS.
- OIE PVS Visits: Planning and undertaking of government and donor assisted VS improvements, assisted through knowledge gained by the PVS evaluation.
- Gap Analysis Visit: a) Increased internal and external resources for veterinary services b) clearer and more objective response to identified needs by the VS, c) Examples of action leading to real improvements in VS.
- Lab Visits: More accurate, efficient and safe HPAI diagnosis and characterisation within each ASEAN country

- Lab Networking meetings: Improved capacity to laboratory diagnose HPAI in the region in terms of test types, accuracy, turnaround time and volume.

The majority of these claims were very broad and were not supported by any evidence or explanation of the basis for the assertions such as observed changes in specific behaviors or practices.

2.3 To what extent do stakeholders perceive that development outcomes were achieved?

General Program Outcomes

AusAID Posted Officers

We understood the project was doing a range of things. Building capacity and conducting seminars, but we believed there was a limit to what regional outcomes could be achieved. The technical component areas were important, they identified key issues that participants could go home and implement.

OIE - Implementation Team

The first round of workshops has resulted in our learning about the national status in the four areas - from the workshops as well as the questionnaires. That information has been distributed as well as information on progress at the country level. The workshop data has only been to stimulate discussion, not to provide information for any sort of "baseline". We have used the questionnaires to guide the workshops' content and so we can see where each country is at.

We have also been doing visits to the countries to stimulate a response to the evaluations and gap analyses and workshops.

We have known which topics to push as we are very familiar with our partners.

In terms of planning we have done simple actions plans for countries in each component area.

OIE – Chief Adviser

We now know that some country systems are OK, like Myanmar, Thailand and Vietnam. But others are not. The second round of workshops ought to tell us about any improvements.

This project has been a catalyst in moving the OIE legislation guidelines forward. Legislation work will move on now. FAO is now populating the area to work on legislation. It's really good, our project is stimulating interest. I'll be using the results of this project to promote OIE at the global conference on education – to get universities to address basic curricula and to integrate governance into curricula. In terms of sustainability, we only have one more workshop to try to evaluate the needs for the future.

There are hordes working in communications. Our work is different though, from one small meeting we have a sub-regional communications strategy. I see us really moving in communications, in taking this sub-regional strategy forward. I don't see anyone else achieving that.

In emergency management...it was overly ambitious. We came away with plans. It's a bit difficult, but central to VS. Maybe we should be thinking a little differently, instead of just having ideas, but actually training people in emergency management. Sustainability of the emergency management work is an issue.

In terms of the national seminars, we have had an unbelievable response from the three we have had. The interest has been genuine and sincere. Countries like Myanmar have been trusting. People flew in at their own expense. The idea was to start talking about OIE standards. They all asked for more. They said they would all try to push the standards forward, although this is a bit difficult if you're not up to speed on your systems. If you are trying to create demand for the standards we need a new approach.

There is copying of our work. There are communication meetings in Singapore now where our PSVS strategy is being used for their sub-regional strategy.

In the Philippines, they should be developing their comms strategy now; I am hoping we can use it for other countries.

Our relationship with ASEAN, we invite them to attend our workshops. They were active in the communications work, but more on the human health side. They regularly attend, and we also attend their meetings. They are able to make recommendations to Ministers. In terms of the ASEAN policy agenda, I'm not sure whether this is into their Ministerial agenda, we will certainly try and get the management and governance issues into the DGs agenda.

ASEAN Desk Representative – Agriculture

PSVS is a very well recognised project in the region. Whenever there is something useful that PSVS is doing we want to highlight it. PSVS is really the only one focusing on our interests comprehensively, focusing on our priorities. Other projects has small components of interest to us, but not as comprehensive as PSVS.

What we like about PSVS is that other projects focus on geographical areas or diseases. It helps only in terms of that small project's objectives. But PSVS looks at vet services comprehensively, trying to understand the gaps, supporting areas that are multi-dimensional even though their activities are not that large. It really links important VS aspects together.

Another important aspect is that not all countries are ready for capacity building. When countries are exposed to new ideas they are not always convinced. But, when they are ready, they will have some tools.

FAO Representative – Bangkok

Without PSVS we would not be able to cover so much with our financial resources, expertise and mandate. Without PSVS we could do 60%, with them we do about 90% of what is needed. What need to focus more on outcomes from the workshops. Participants often get the concepts, and then want to come again for another workshop.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

Our OIE Special Adviser plays a really important role in advocacy at the national level. This is a really valuable resource. He takes the ideas and principles and is able to sell them to the right people in the right language.

An important achievement of the project is that it has stimulated OIE to think about how much more needs to be addressed in addition to implementing the PVS tool.

FAO Laos Representative – Ex PSVS Program Officer/Manager

Before PSVS, the countries did not know what OIE is. Now they know that OIE is more strategic while FAO is more operational, and involved with activities with governments.

OIE – Steering Committee Member and EM Facilitator (DAFF)

Without countries taking up the Gap Analysis this will all become isolated.

To date, countries are more appreciative of the broader framework for improving VS. It's been a catalyst for better reception and application of the PVS tool and the Gap Analysis.

The PSVS has stimulated OIE to recognise how much more you need to do than PVS evaluations.

Although OIE has been seen as very conservative, it is now seen to be moving into a new workspace and the project has enabled that.

DG Bureau of Animal Industries, Philippines

The OIE Special Adviser did discuss the PSVS with me, but not a lot.

National Seminars

OIE – Steering Committee Member and EM Facilitator (DAFF)

I think the understanding of PVS from the seminars has bumped up. This project has contributed to that, but with others as well.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

The seminars have really enhanced country understanding of the PVS tool. Others have also contributed to that, but the project has been important.

Participant Group: Thailand National Seminar

Having all these participants allowed us to discuss the new bureau in food safety we have. We were able to get people used to how we would integrate on food standards – to make this public.

The main benefit for us was that we learned about OIE activities and their code. What OIE will be doing in the future and their strategic plan with member countries. We learned more about how OIE will create opportunities for member countries to improve their systems. It was very useful for newcomers to learn about standard setting.

I found the topic interesting, but what I really wanted was the OIE expert to discuss implementation with us, not just read the code. We didn't want just the theory, he just cut and pasted in the code. We are more interested in someone who knows about the implementation, not just the drafting. We want genuine experts in implementation for corrective action.

I can't speak for what the other participants got out of this, but they seemed interested.

DG Bureau of Animal Industries, Philippines

I attended the National Seminar, I spoke at the opening. I am not sure how it went, there are so many workshops! I will look for the report on that one. We did try and get a broad range of stakeholders together in the room. It can be confusing but its important too, now the government is consulting more broadly.

Participant in the PVS Evaluation Philippines and National Seminar

We invited people from the local government and allied industries to tell them about evaluating VS so that the tension between groups would be reduced. Other groups had not been exposed to trainings like we had. Capacity building has mostly been at the national level not at the local government level.

When I really got the idea about PSVS was when we got feedback from the other participants. They said we got the tools and processes, we got the choices to move our own way forward. It gave us a more structured approach. We are going to have to follow the guidance as it's the dictate of trade and the whole world really.

Participant: Academic Sector Philippines

I remember this workshop. We discussed WHO and OIE differences in rabies. We were asked how OIE and WHO can work together to get brain samples for rabies. We were trying to harmonise the response to rabies. It did address having a more comprehensive collaboration between AH and other sectors. AusAID and OIE were also trying to discuss the PVS tool. I think the workshop achieved its objectives, the speakers explained the objectives. No recommendations were discussed; it was more a group discussion. The recommendations in the report you have there? Maybe they were the inputs from the six groups, maybe it was about how OIE or AusAID will help. Our recommendations were about rabies and legislation. We didn't have anything to follow up with; it was just a general instruction to work with other organisations, to work in partnership.

As a result of the seminar I am now collaborating with Tokyo University, on rabies. We also included the Bureau of Animal Industry on our rabies work because we knew they were responsible for the lab. We started our collaboration with BAI many years ago!

I did get something to apply from the workshop – I learned that for risk communication you need someone from DOH and our organisation to stop the misinterpretations.

We did mingle with people from different groups, but we have not communicated with anyone since.

Supervisor of Participants: Bureau of Animal Industry Philippines

We didn't know about the larger PSVS project. The intention of the workshop was to increase understanding of OIE, and have a better appreciation of their activities. There is now also a need to work in a coordinated manner. But turning this into action? This is not new to us; the "farm to fork" idea is already in our minds. The workshop reinforced the approach of our role to play up and down the chain. It also provided some disappointments as we are not so well coordinated. We recognise all countries should have a CVO calling for regular meetings, cascading information. You raised expectations for coordination but when you don't follow up with concrete actions it's disappointing. After the seminar, then what comes next?

The seminar helped individuals rather than institutions. I didn't get the report from the workshop; it wasn't passed on to me.

One of our reactions *[to a request for providing feedback from staff]* was that there should be action planning. We were hoping for something concrete.

Participants: Bureau of Animal Industry Philippines (Junior)

We got that the seminar was about an orientation to what OIE was all about. The information system information was not new; perhaps it was about some new technology. We don't have the technology here to apply that knowledge. We did learn something new about OIE, we now know they exist and are internationally recognised. We also heard about the importance of coordination and about how some agencies are not moving ahead together. It is difficult to translate this to the local level with each election cycle as it all depends on who is making the decisions.

We got a booklet from the seminar. I put that on file. I placed mine in the library. We are still waiting for some actions, some direction from our senior officials about what we are supposed to do next.

There was no directive in the seminar to re-echo what we discussed. We have a special division that re-echoes seminars, but mostly about consumer information. We didn't get the draft report from the seminar. Though we didn't expect to, the seminar was an orientation so we didn't expect to get a report.

Veterinary Association Conference Feb 2008 Philippines

Supervisor of Participants: Bureau of Animal Industry Philippines

I went to that conference. I don't recall the plenary sessions. I don't recall the OIE speakers. I did go, but often it's just recommendations, but very general. I like to follow up with my team but often we are disappointed after these things. Often these

meetings are a reunion time for college friends to catch up. The real weakness is in the follow through especially with presentations across the whole spectrum. There is no institutionalised mechanism to address a response.

Legislation and Governance Component

OIE – Steering Committee Member and EM Facilitator (DAFF)

The legislation work is doing well. They have spiked up global OIE interest in that. Although most countries had already started the project has been a catalyst.

OIE – Legislation and Governance Facilitator

We have developed Animal Health guidelines on legislation. They still need more work, but I am involved with improving these. We have also established what has progressed since the FMD legislation work. We have had two workshops on legislation, but Cambodia didn't attend the second one.

When we started the countries were all at different levels with their legislation. By the second workshop everyone had something accepted or at least a draft. The project has been a catalyst for that. Although the uptake was good we only had small expectations, everyone reported that all they had planned they had achieved. The Philippines were already drafting an overarching legislation and our workshops were focused at a basic level so we were worried they wouldn't get anything out of it. But they reported that they received really important information from the workshops for their Act. We can't really identify or pull out what this project has done exactly.

We have improved networks and better communication between countries, and better coordination with aid agencies in the region.

FAO Laos Representative – Ex PSVS Program Officer/Manager

Countries got the idea that they cannot do more on improving VS without having legislation. Legislation is not relevant to gender issues. Mostly the participants are men. There is nothing from FAO that I know about on gender.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

The main achievement to date has been in the legislation component. I think that the work on PSVS has really spiked a global interest from OIE in the role of legislation in strengthening VS. It's moved beyond the project.

Participant: Thai Airport Animal Quarantine

I got from the workshops that we need to develop a lot more legislation. We identified our gaps. A priority area of focus for me was extending the powers of vets, in relation to working with the police and moving animals without a permit. We learned that every country will develop laws. We developed focal points in the countries to discuss the problems.

We can discuss with other countries about lists of diseases.

Participant: Thai Deputy Director of International Animal Health Affairs

We got better knowledge about what the other countries are doing and we learned to harmonise. We got guidelines for legislation to meet OIE standards. We plan meetings to share the ideas.

It is hard for us to apply things from the workshop when we get home because it takes so long to pass things through cabinet.

When we came back from the workshop we were supposed to disseminate information to government and the university and develop a draft of related regulations. After the workshop we came back and gave a presentation to the vet students on legislation. We taught them about OIE, who they are, and why we have OIE and their principles. We explained the Thai law. We have been doing these presentations many times in the past. This is only in the early stages, we are having working groups. We did have a plan from the first workshop, although we have not finished that work yet. We sent a draft to cabinet for consideration. There is nothing else from the plan we are working on.

Participant: Thai President Vet Association

I went to both workshops. I got from the workshop that we need to tell the vets in country what we have to do. How we have to organise with OIE and other multi-laterals. We have a lot of work to do. The human health implications are big; if we have legislation it gives good guidance to vets.

Participant: Laos Legislation Workshop

We learned lessons on how to establish the legislation. For our country we made a plan. We tried to translate our plan into English then drafted specific regulations from the law. We have two types of law, completed and incomplete. For the latter, we need to do further work on decrees and regulations. We have already done that. The big activity has been drafting the specific regulations. We have organised meetings with people from my division, someone from the AH centre, from the Admin division, the Ministry, the

Legislation Division and the Department of Law. We have a working group, but when we finish the legislation, the group will not meet any more. We currently have a draft for meat inspection decree, standards of animal feed, and trying to improve existing decrees on animal movement control. My Deputy Director and I are leading this work.

We have had international support; first the EU gave support and specialist TA 2 to 3 times for a month each. We have had TA from HPAI projects from the Swiss as well. I don't recall the PSVS facilitator on legislation.

During the PSVS workshop I learned the basic principles. Before I did not know the step by step. I did come home and explain this to my staff, but I didn't have any budget to do wider training, I only got to those that were close to me.

Some key principles that were helpful to me were that you should know government policy first, and then develop a department strategy. Then get admin approval, technical approval, you have to make sure there are no conflicts with other laws in the country.

I included some ideas from other countries into my drafts.

Without the PSVS workshop we would have been slower at progressing toward our target. Our legislation needs to link with our neighbouring countries and internationally.

In terms of including gender, we have gender organisations inside the Ministry. Mostly there are not so many women as vets; women work more in public health administration not so much in VS. We are starting to develop women more generally.

Participants (Two) Philippines: Legislation Workshop

The workshop emphasised to me the importance of the chain of command. But we can't have that in a devolved environment like the Philippines. They don't have the capacity at the local government level, but we are trying to rectify that.

We are drafting the AH act at the moment. The main impetus for that has been the FMD outbreak which showed that we needed an executive order for FMD to centralise the system in 1995. We started working on our legislation in 2001, on FMD.

The workshop contributed to our progress. Previously I was not exposed to OIE. I did grasp the importance of OIE standards, and I came home and studied these standards more. It did help us in our thinking about our code. Specifically, it helped in translating our work to date into something that would meet international standards, such as risk analysis, zoning and compartmentalisation, and certification procedures.

We have not received the OIE legislation guidelines yet.

The current draft of the legislation responded really more to the PVS evaluation. The workshop was more about awareness of the other country activities and giving me the impetus to move forward. The other countries presented technical areas, but there were not many current activities and it ended there. Indonesia was very good at explaining what they were doing. They helped us in a practical way *[gave a good example]*.

For me the workshop gave me confidence in pushing AH forward. Our politicians are not aware of OIE, and using the OIE standards. This helps us with our politicians. It's linked to world-wide issues; it not only benefits our country.

For participants from other countries, especially where they were not working on legislation, I think they became aware of the need to focus on strengthening VS.

I think the international nature of this was very important. Without the workshop, many countries would not be doing anything with improving against international standards. It may have been the first time some countries were aware of international standards.

Communications Component

OIE – Communications Facilitator

The Philippines has developed an action plan to progress the regional strategy. In the December workshop they will demonstrate to other countries how to roll out across the regional at the national level. We are looking at common performance measures.

There is now a greater communications capacity and animal diseases ought to be better managed by stakeholders and within organisations as well. Responses should be faster and more effective.

There is a greater level of enthusiasm and a broader interest in Animal Health networks. I have seen participants return to Cambodia to develop these roles further. But what we don't yet have is a transition into actual action; we need to work on getting resources released for that. We need to now focus on turning the strategy into real commitments. In the next workshop we really need to focus on resourcing and advocacy.

Participant: Thai Officer from Zoonoses Section DLD

I got a lot out of the workshop, especially from the Philippines. We learned a lot about NGOs helping with rabies. We learned that some countries have big barriers like religion in communications. But our NGOs are different here. Other countries also taught us

that scary photos are not a good idea, so I switched to animation. But the Philippines said that scary photos work for them. I shared what we do here during the workshop too.

We don't have a communications strategy, but we do have a whole section working on this. We have a small budget. Our group focuses on the target group *[respondent having difficulty expressing an understanding of strategic planning]*. The Sub-Regional strategy is a network between countries; it's a web site too. I don't think there is any progress on the network yet. We will hopefully communicate with other countries through the web site, but I don't know who will manage the web site yet. We can communicate during outbreaks to stimulate assistance. To make this possible we need to agree on it during the next workshop and really follow up. It was only discussed a bit at the end of the last workshop.

The Philippines are doing some work and they will present to us next time so we can learn. I am not sure exactly what we will learn from the Philippines, its more general interest.

I am not sure when the next workshop will be; I don't know if I will be able to go.

I have learned that the budget for communications is really important. Since I came back from the workshop I have tried to encourage a national plan, but we don't have a budget. I think we need a whole year plan with a calendar like we had for Rabies in March. We need to focus on things that are free.

Participant: Lao PDR Communications Workshop

From the workshop I got to learn how other countries do communication. I came home and brought the new knowledge to our AI project, contributing to the process. We developed posters, TV spots and radio. In some countries they do this in one language, but I learned that in Laos we need to do them in three languages. Previously we have only made them in one language. In terms of an action plan when I got home, there is no commitment to follow up. I don't recall working on a plan in the workshop. We are starting to think about a communications plan, we have contacted the provinces. The Administrative division started that work in May this year.

I don't recall anything special about what the Philippines is doing in communications *[probing for knowledge of the Philippines pilot in communications]*. I do remember they had a successful campaign on Super Pig. I was most impressed by Vietnam and Indonesia in communications. I remember that because they were the ones with more ethnic groups to target – in Thailand they only have one group.

When I got home from the workshop I did write a report to DLF. But I don't have anyone to talk to about this. I can apply what I learn to the HPAI project.

Participant: Communications Workshop - Philippines

We already had the idea about the importance of a communications unit, but the workshop revitalised our interest. The intent of the workshop was to formulate a sub-regional strategy, to mainstream communications, to institutionalise it.

I got out of the country presentations that we have many things in common, but many differences of culture and language and religion. Thailand said that people didn't like the approach of scaring people like our documentary 10 years ago, but ours worked in terms of getting people in.

I learned about the structural needs, and if it's successful we can copy it. It helped me to understand why they may succeed while we may not. It's the factors that were important. Thailand had good IEC materials while others learned about our school of the air.

During the workshop the facilitator talked about an overview of AI communications - the different components of policy, crisis management, and generic strategies. It was the first time for me to look at a regional strategy. OIE was focused on strategy in this while the ASEAN one focused on technical aspects of communications.

We are adapting the strategy to the Philippines now, but other countries have a difficult situation so PSVS would need to follow up with the DGs.

Our plan is going to be used to educate the local government unit vets who are also the AH communications officers, and we want to include their views in the plan. The plan will be the guide for what we do for the country, we will develop the AH Communications group and then train them in this strategy *[participant is not able to clarify through several different approaches to questioning how exactly they plan to move this complex plan forward – it appears that there has not been much work to date on operationalising the plan. Also, given the complexity of the plan and the fact that they don't have any resources available or even the structural requirements in place, there seems to be a limited acknowledgement of the potential barriers ahead]*.

Document Review of the Philippines Adaption of the Sub-Regional Strategy for Communications

The strategy is only slightly adapted for the Philippines context. From the menu of items on the Sub-Regional Strategy, a large number have been selected for inclusion in the Philippines version. There is no clarity on how the list of activities will be

implemented, resource implications or any discussion of an interim implementation plan until some key requirements are in place. The plan does not appear to be linked with the Philippines context in terms of progressing from a very limited AH communication system to what appears to be a highly sophisticated one. The plan would have benefited from some technical support in how to adapt the more complex sub-regional strategy into a plan for the Philippines that has a good chance of being implemented.

Emergency Management Component

OIE – Emergency Management Facilitator

The first workshop introduced concepts and gave an overview then countries had to undertake a project themselves. The second workshop reviewed that work and reviewed their preparedness activities and response. The final workshop is designed to measure that progress. We have other projects in the EM Working Group so these workshops confirm our broader approach.

We haven't really seen the fruits of our labour yet, there was a positive acceptance from our participants, only I am not sure about actual application of the content.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

I am not so sure about the emergency management work. I am not sure how much has stuck there.

OIE – Steering Committee Member and EM Facilitator (DAFF)

If there is no follow up from this work, the work to date will just become "little gems in the desert". I am not sure yet if things have stuck or not.

Participant: Thai Provincial Vet Office

I got some new ideas I didn't have before. I learned about new things about better control I have not done before. Specifically I learned that if every level of government can improve their process and prepare it will be better during an outbreak. I think if I can share this with local government they may allocate some budget. What has changed as a result of the workshop is that we have better opinions about surveillance and animal disease. My plan for control is now more complete. In terms of the chain of command issue, my boss has many meetings and we get the right person to make the decisions. I encourage him to talk with the private sector to share our plan. We have also learned to improve our data, like a database for contacting people. I got many of these ideas from the Philippines and Malaysia.

I had been setting up committees at the provincial level before the workshop to discuss network reporting, but the workshop showed me to include the private sector and local government. After the workshop we increased our visits to farmers, before our volunteers did not have a good relationship with the farmers. As a result of these stronger networks, we have improved relationships and every part is involved. We have more budgets from local government and more people in the field.

To get additional budget, I gave my emergency plan to the local government committee and discussed the income potential, it can have a big impact on the economy.

We used the knowledge from the workshop to share with our teams, and we gave them guidelines.

[Participant did not appear to remember the action plan from the workshops].

We also were able to learn a lot about speaking English. I also have more friends in the region now. I have not contacted anyone from the other countries since the workshop.

Participant: Laos – Emergency Management Workshop

After the workshop I came home and reported what PSVS is and what they were going to do. It has helped us in positive way. It helps us with disease control activities; we share experiences with other countries and learn from each other. The Philippines and Malaysia were the most successful. *[Respondent cannot give specific learning from other countries].* We did have discussions with other countries. We have not contacted anyone since the workshop, only if we meet them again in other meetings will we have contact.

We also came home with activities to do. We were supposed to set up an emergency task force for a broader number of diseases. We did report this to the DLF and the Ministers, but I have not heard their reaction yet. For certain diseases like AI we have good plans from USAID and are doing a similar exercise.

I have not completed the tasks I was supposed to do after the workshop. We are busy here, but I know I have to do it.

I also looked at the plans from other countries. I think we will look at the AusVet plan. I looked on the internet to search after the workshop. We do already have the HPAI plan though. The HPAI plan will help me and many people have been trained at the village level in that.

We got practical things from the workshop. We have listened to many experiences from the field. From this we can know the scope of what is going on, and what we need to do to improve. We learned from Malaysia about private sector involvement in quarantine which reduces the costs to government. We may be able to apply that here.

I wrote a report when I came back, for my supervisor. I translated the PSVS report and provided some additional content. I sent the report out, but I did not have a meeting. I didn't discuss this with my colleagues. We have had other opportunities to share experiences through our technical meetings where we discuss training from the outside.

I don't know if there is any plan for a Gap Analysis here.

Participant: Philippines – Emergency Management Workshop

I remember the workshop; it was about getting prepared for emergencies. The workshop reinforced earlier messages especially it was about sharing experiences from other countries like Thailand's response. We learned that if you seek help you will be helped hence the importance of linking with other institutions. We have not yet had any contact with others, although I did ask OIE about some topics where we had queries.

In terms of doing things differently at work, I was able to meet key people to have a Mindanao region organisation. Last week I was able to talk to the person who is trying to initialise the National Advisory Committee.

At the end of the workshop we were tasked to strengthen VS down to the Municipal level. We are already progressing this through Reg 7160 of the Local Government Code, separate from agricultural activities. The workshop strengthened our desire to move forward on this as there is not a strong focus on VS, rather a broader set of approaches.

Without the workshop technical developments would have dictated what will happen in the future. What we learned from other countries is the driving force for why we are doing this. It was also the first time I got to see what Thailand was doing. The other countries shared their political contexts with us that are different to the Philippines, it must be easier to control disease when there was martial law here but now we have decentralisation and a more independent local government unit.

I also met with Vietnam; they can mobilise people better than us! Laos is still far from the developments and their structures are not so good. Brunei is making progress and I was amazed by their structure. I noted that livestock production had a good link from the national to local level.

The most positive for me was the interaction and exposure to different experiences. People learn better when they can feel the experiences of others. But, we do need to be able to access resources from donors, and to be able to knock on their doors.

After the workshop we presented the outcomes to our Secretary. I did get a copy of the report.

Laboratory Network Component

OIE – Steering Committee Member and EM Facilitator (DAFF)

In terms of the laboratories, the project hasn't yet had an impact. We were expecting to have the QA working and embedded into the system, but it's not easy. We expect to get traction in Indonesia as they already had a project and PSVS was just a little extra help. Although we expected AAHL to influence the way all reference laboratories interacted, a reference laboratory to take on improved QA, this is a long way off.

I do think the lab work has progressed, but it's hard to tell what exactly as it is all tangled up with other work.

OIE – AAHL Laboratory Facilitator

The Philippines have been having problems with not using the right antigen, there was cross contamination in their PCR and we have now put in place quality assurance systems.

Without the PSVS we would not have been able to develop our relationships with Myanmar, the Philippines or Cambodia. These relationships are important in case we want to obtain information on AI, we can get antigen drift information, and sequencing information. We can find out if there is a different strain of AI into another country. Now Myanmar is emailing us frequently with requests for assistance.

A good aspect of the regional approach is that it puts pressure on countries. Like with the FMD work, Vietnam's performance really pushed other countries to perform. Our next meetings are about applying pressure. We are having an open forum to show who is doing well, and who is not. We don't identify countries directly, but it is understood.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

The lab component has not yet had an impact. We were expecting to have the QA systems working, embedded into the national systems, but it's not that easy. We expected AHL to influence how all the labs interacted, and a regional reference lab to take on

improved QA, but I think this is a way off yet. It is very difficult to attribute achievements to PSVS alone as the facilitators are working on a number of activities in the region – but they are able to get leverage against the different activities.

Participant: Thai Workshop and Laboratory Visits

When the AAHL expert came, we had a discussion about accreditation on ISO 17205 relating to the AI diagnosis. The AAHL expert also gave us a diskette and talked to another member of our staff. *[the senior staff member interviewed was not closely involved with PSVS activities and was not able to provide much information on the activities or outcomes of the PSVS].*

After this project we will still have a good collaboration with AAHL, if we need further help we can email them.

Participant: Laos Workshop and Laboratory Visits

OIE provided equipment and reagents to us. We were trained in Bangkok for a week *[interviewer asked about PSVS training]*. PSVS? What's that? I must be misunderstanding; I did go to Geelong to do PT testing. When I left to come home I was given samples in a box to pass on to a consultant working here. Then as expert came from Geelong to do a Gap Analysis and then someone else came another time. He asked us to do PT. I was away at the time, but my staff worked with him. Because I was not here, I didn't learn what we needed to do to improve. The experts from Geelong did discuss a lot of complicated things. I was told they would send a report, but I have not received that yet. I have not sent an email to follow up. The consultant did say he would send a protocol for preparing antigen reagents. I don't know why our staff didn't receive the reports – maybe you can send them directly to me.

The visit from P was helpful. We did some new training. After the training our staff were able to do the test more easily. It was much easier than the USDA techniques we learned.

Sometimes the discussions with other countries are all talk. Vietnam was going to send reagents, but nothing happened. When I asked them again for some I had to send a letter from my government, but that is really very hard.

The trainings in the project have been very short and we still don't know how to do sequencing. There have been some improvements in biosafety *[gave examples]*.

Participants: Philippines Workshop and Laboratory Visits

We were given samples to test in the workshop in Geelong, then a consultant came to look at our results, but we don't have the report back on that yet. It was the first round of testing and we didn't know if we were should expect any feedback, so we didn't follow-up with Geelong to find out.

The consultant came again recently and gave us some recommendations to source a different antigen. We found out that the antigen couldn't detect the serum he brought with him. This was very important. This was something we could adopt. He also gave us the monitoring forms and promised to send a sample of the SOP manual, but we have not received that yet. We did get the monitoring forms though.

He did a Gap Analysis. He has the final results of that with him, we haven't received them yet, but I am excited to find out what our grade was! It was about a year ago, so we have been expecting something from AAHL. I have had not had time to follow up on that though.

The PT has changed the way we are doing things; we have started using the monitoring sheets. We have started doing this in our regional laboratories that we are establishing. In relation to our protocols for other regional labs we are trying to use the same one for each AI lab. We didn't change much else from the visit; we focused on discussing progress on our agreed objectives from the workshop.

We made commitments during the workshops to meet some agreements, but we need time and resources and to manage our constraints. We agreed to meet our biosecurity and biosafety requirements and to develop a quality manual. But it's going to take a lot of time. We still have not finished, but we are having another workshop later this year. We have to combine all our quality manuals from all our divisions to aggregate them into a single manual.

I want to know more about the laboratory networks, some updates on the PSVS collaborative work. I want to see how all the reference labs for different diseases will be brought together.

We are more aware since PSVS, but it is not very measureable at the moment, there is not much result yet.

PVS Evaluation in the Philippines

Participant in the PVS Evaluation Philippines

We expected to use the PVS evaluation to show what is needed. If we just continue as we are we think that is good enough, but if outsiders come and identify gaps, we have a re-think. The tool will help us prioritise, modernise and be more focused. Some areas

we may have neglected due to a lack of resources. Some of the recommendations [from the PVS evaluation] may not be new, but the point is we don't have progress against them. The team was able to get to the story behind some things; they had a good grasp of the interaction of factors behind these things.

The adviser from the evaluation tells us what we need to work on, we depend on his initiative. We are not yet really focused, but we have started work.

We have not yet discussed who the key stakeholders are for moving forward on the PVS findings. Our Director would like to make it public like in Vietnam.

The Gap Analysis is helpful as it gives us specific strategies, but it helps us lobby government. We use it to lobby for normalcy and attract funds. We can use it to bargain for resources. You see, it's the third partner that gives us the power. When you have a bird's eye view we can see better how to move forward. It's a more powerful tool to lobby for funds. We have been trying to lobby in the past, but if OIE writes a letter, it increases the pressure on our policy makers – it's a socio-political tool rather than a technical tools to guide things.

The PVS evaluation was more about the realisation, whereas the Gap Analysis makes it more concrete. It's more of a detailed exploration of cost and benefits.

2.4 To what extent are the outcomes likely to be sustainable?

OIE – Legislation and Governance Facilitator

We try to address barriers to implementation for the participants. As for ways to deal with those it's mostly just at the discussion stage. We would have to present this to ASEAN to bring about more uptake at the senior levels through the SOM and WGs.

OIE – Chief Adviser

Sustainability of the emergency management work is an issue.

There is now a clear demand from the national seminars, but in terms of sustainability, it would be good to have follow-up meetings to extend the program reach to other people.

I am not sure to what extent legislation is developed in Laos.

The relationship with DAFF on this work is likely to finish after the project due to the lack of resources available to them.

OIE – Steering Committee Member and EM Facilitator (DAFF)

The [capacity building] workshops were designed to develop a framework for planning through raising awareness of principles, guidelines, and broader issues – but it's all a bit weak. Countries don't have the organisational skills to turn the knowledge into plans and action.

OIE – Emergency Management Facilitator (DAFF Epidemiologist)

To improve sustainable outcomes we would like to include an evaluation tool for countries so that they can evaluate their own emergency responses rather than only scenarios. They have had recent experiences and could learn from their own experiences. This would enable them to keep learning after the project.

OIE – Laboratory Facilitator

If the current design of PSVS is left as it is, it won't reach the desired outcomes. If we get more funding we can justify another position at AAHL to support that. However, another factor is that some of the AusAID projects will be finishing soon. We are hoping to be able to increase our visits through FAO and USDA. Our next PSVS/FAO workshop, we will be trying to get more funding for more visits.

FAO Laos Representative – Ex PSVS Program Officer/Manager

We cannot achieve our objectives with only workshops. There needs to be more done. We ought to be building linkages, coordinating with others and focusing on the higher-ups. We need more intense activities and real facilitation. To just send people to a workshop once is not enough. It takes a lot more to get the right people to attend. I think what we will leave behind is an understanding of the main principles.

In terms of actually applying these principles, it depends on the country. For some the principles are implementable because they are supported by the law, but for Vietnam and Laos, they cannot implement, they need to build their hierarchies of law first. It's a long process. They don't really have to think properly, to get their decrees etc. They can't progress alone, it would have been nice of the project can get more involved in that, knowing what each country is up to.

Participant: Laos – Emergency Management Workshop

[Although we had two actions to implement on return to our offices] it's the funding problem. We have to use budget for national projects so it's hard to move forward. We don't have the human resources to set up the task force, people are really busy.

Participant: Laos Workshop and Laboratory Visits

If there is no more PSVS there will be no more reagents. We don't know if anyone else will supply these. Some of the important chemicals expire too quickly and we can't find them in SEA. Also I find it hard to get suitable staff to help me.

The World Bank will be building us new facilities by 2011.

Participant: Laos Legislation Workshop

There is a lot of activity here from donors and we have so few vets. But, we do have a lot of animal science graduates. They can go on to select veterinary services or production for their last year. We don't have a vet faculty as we don't have lecturers or any teaching materials.

Participants (Two) Philippines: Legislation Workshop

Budget is the bottom line, without budget this [legislation work] is useless.

Participants: Philippines Workshop and Laboratory Visits

I am concerned that with the remaining time of the project we won't fulfill [our expectations]. AI continues to be the focus. I thought this work was for other diseases than AI.

The forthcoming visit from AAHL is very important to us, but we are going to need continuous support after the project to identify our weaknesses. Especially we will need more help on reagent selection.

I am not sure we will be able to continue the networking on our own.

Participant in the PVS Evaluation Philippines

For the rest of PSVS we expect to get good reinforcement and follow up. We want to focus on management processes. We need to know what is really going on and not planning from inside a room. For this to matter we need more engagement with policy makers. We are going to need more than reports and recommendations, we will need face to face dialogue, we need OIE to pitch at the higher levels. With the FMD work we managed to get to the high levels, and OIE was able to get meetings without too much difficulty.

2.5 What factors have accounted for the achievement of sustained development outcomes?General Comments**OIE – Steering Committee Member and EM Facilitator (DAFF)**

The Chief Adviser has an important role in advocacy and is a very valuable resource. He can take ideas and really sell them in the right language. He is very effective.

OIE – Communications Facilitator

A big challenge is that we are working across jurisdictional levels, we are dealing with different risks and skill levels as well.

FAO Representative – Bangkok

There are many barriers for countries to implement their workshop plans when they return home. Not all of the participants are actually working in the areas – I am sure OIE is having the same trouble as the rest of us getting the right participants. Often they are not decision-makers so we need to follow up on these activities. For example, when some go back home, they may not have a unit that works on the area even. We then have to advocate to related divisions – they need to know the importance of having such a unit. Participants can't progress if they don't have institutional support. If we are serious about making changes then we should see this as a serious problem.

The workshop outputs are good, but we also need to focus on outcomes. If disease hits, they can't implement their plans. There are still many things to be done. We are really only talking about one or two participants per country. You also need the executive and the chain of command. Real people have to implement this!

What we need is good follow up at the country level, right down to the district level. We need to know what the capacity is, working with existing structures – this is not the role of OIE. You need to seek out allies for this. FAO, USDA in some countries. NZ and Massey University. Although I believe its drying up, interest in HPAL.

Participants need to be followed up – the really key issue is having a field mentor.

FAO Laos Representative – Ex PSVS Program Officer/Manager

We expected that the participants would listen to the concepts and bring them home, but they did not always send the right people. We ought to have contacted people more directly and through other meetings.

The scope of the PSVS is so small, especially with the existing resources. It would be difficult to achieve any sort of regional outcome. OIE needs to use FAO focal points to follow up on the work.

Legislation Component

Participant: Thai President Vet Association

We have to keep stimulating [stakeholders], we have training in the private sector in production and transport.

Participant: Thai Airport Quarantine Service

It is hard to apply our learning from the workshop as I am not a very senior person, I am not sure if the executive are ready. We have such a variety of opinions here. Some have EU ideas, some OIE, its really hard to get consensus.

DG Bureau of Animal Industries, Philippines

It takes a long time to develop legislation, it takes years and several congresses. For example, our rabies legislation took three years to pass. We are currently drafting the AH code. We don't have external support for that, but FAO has expressed interest in supporting that.

It is easier for us to make progress on VS if outsiders assess our weaknesses. It gives us more power internally to respond appropriately if outside experts make the recommendations.

Participants (Two): Legislation Workshop

It's hard to attract resources to improving AH without OIE support. There is an election next year and the new personnel may not be open to these ideas. OIE has an international reputation and this helps us. We need guidance on how to attract resources. Economic modeling would help us! It would be very helpful to have that attached to our exploratory note. The strength of OIE is its an NGO, its better than the WB.

Economic data would be very helpful to us, the livestock sector contributes to the biggest slice of the pie in Agriculture, bigger than fisheries.

Until this discussion we have not seen the relevance of economic modeling to our marketing division, we could assign that task to them.

Communications Component

Participant: Thai Officer from Zoonoses Section DLD

There are challenges to moving forward on communications. We do not do good advocacy for attracting resources, and we continue to work with a limited budget.

Participant: Communications Workshop – Philippines

We don't have a unit that works on AH communications. We used to have an office but it was mostly about recipes, small business and processing. We are proposing to have a central location for communications. Our director acknowledges we need that and I am about 80% sure we will get a unit with 10-12 staff.

Laboratory Component

OIE – Laboratory Facilitator

Laos has been the most challenging as they only have about 20 vets in the country and trying to do PT with them is hard. They require incentives to participate. I hope there will be more outcomes in the second round. We really need more visits to be able to see a good outcome. The hardest thing is visiting once a year – it's often hard to get an email response from laboratories. We have had trouble getting a response from Laos when planning for our visits. We can arrive and they have gone to the field. The hardest part has been countries replying to emails and our capacity to follow-up. To do this better we really need three visits per year. In Vietnam, Indonesia, Malaysia and Thailand we have other projects so we can follow up.

Participants: Philippines Workshop and Laboratory Visits

We made commitments during the workshops to meet some agreements, but we need time and resources and to manage our constraints.

Before the consultant's second visit, we were going ahead with our workshop plans, but on the Philippines side there have been delays in the repair of buildings.

We could apply the AI training to other diseases, but only if we get the supplies and reagents.

If we could only get coordination among the donors, AAH, FAO, OIE. For example, the equipment we have been given is a white elephant! If we could get the lab network to work efficiently we could do that.

PVS Evaluation in the Philippines

Participant in the PVS Evaluation Philippines

In terms of moving forward on the findings from the PVS evaluation, our major problem is the organisational structure with decentralisation. We can only go in and provide technical support if requested. The entire VS are based on a collaborative structure. With the FMD, we were able to work with local governments etc., we were able to overcome that. We would like to change the system. FMD had the money and resources so we could make things happen, but we need buy in from the local government units.

Emergency Management Component

OIE – Emergency Management Facilitator (DAFF – Epidemiologist)

Without good follow up, the emergency management work will simple be "gems in the desert". They won't be supported by a strong institutional environment.

A really important factor has been the relationship with OIE. They have long term ambitions and strategies for the region. There are issues of sustainability at the national level, but OIE is now better understood. OIE has been perceived as a conservative organisation, but the PSVS has enhanced its reputation as an organisation moving into a new workspace.

Participant: Philippines – Emergency Management Workshop

There are some barriers to moving forward on the strengthening of VS. The orientation of some politicians does not yet adhere to the principles of good VS. There are some positives during the outbreaks, we were able to convene legislators, and we were able to act. There should be greater involvement, and strong political will. Some people are not effective at getting good political will.

The technical people need to know how to communicate economic impact. It is important because they are the ones who give the money, otherwise nothing will happen. Many of our politicians want to see the figures before they will believe you. We need to be able to present these figures to sessions of politicians and legislators, we can appear there and present these things.

Participant: Laos – Emergency Management Workshop

We could get people more interested if we got the right level people to understand at both the national and local levels. For example, if we go to the village ourselves we need to have a local government person with us. They have regular missions to the village, and we ask them to include our important messages, but they have to know how important this is.

Annex 6.3: Findings – Quality of Implementation

3.1 What is the quality and effectiveness of program deliverables?

3.2 What are the key factors that account for the quality of deliverables?

General Comments

OIE – Special Adviser

Participant Selection: contributed to the good outcomes. You can't expect all the people you want, but on balance we had good people. Others down the totem pole would still have learned.

Quality of Session: The feedback from participants has been excellent. I was very happy with the organisation and participation by participants has been fine. We have had good attendance from different levels within the countries.

There were no troubles with understanding, but sometimes there were difficulties in getting contributions. Some were reluctant to discuss, but not a lot. Small groups worked better.

We recruited the facilitators so that we could save money for the project. It was a cooperative arrangement with DAFF so that the salaries would be covered. The communications expert was simply recruited based on his expertise and willingness to participate.

Some meetings were arranged at the wrong time, like during Ramadan.

FAO Representative – Bangkok

The facilitators were really good. They organised pre-questionnaires.

National Seminars

Document review

Seminar reports were available for two of three seminars (Thailand, Philippines but not Myanmar). Presentation materials Myanmar only.

Quality of technical content and its delivery: Presentations have high quality technical content, much drawn from websites or official reports. Number of slides per presentation in agenda time allocated for presentations ie 30 slides in 20 minutes not uncommon. Myanmar agenda – 1 day seminar, ¾ of day powerpoint presentations, presentation content wide ranging ie animal welfare (Philippines), zoning and compartmentalisation, standards on notifiable HPAI.

Quality of intelligence gathered: Minimal, related to discussion groups at end of program, seminar structured to give information not structured to gather systematic data, just views.

Quality and depth of discussion: Generally limited between presentations – discussion between presentations were wide ranging – ie vaccine standards, genetically modified organisms. Myanmar- 90 min allocated for work group discussions and presentations at end of day. Myanmar discussion group participants allocated based on sector ie academics vs private vs government vs industry. Task for group discussion included How useful is this OIE national seminar and how can it be further improved.

Quality of workplans: Substantial lists of recommendations to be addressed by country but no plans for action mentioned. Philippines - strong resolutions to be put to Secretary

Participant Group: Thai National Seminar

Participant Selection/Attendance:

1. I work in the government processing sector. My job is to update regulations and work with the deputy DG to update food standards.
2. I work in International Animal Health Division coordinating an animal disease control especially SEAFMD and bilateral meetings with neighboring countries. Our division deals with standards.
3. I am a vet in the disease control unit. I was a resource person doing presentations in the workshop.
4. I am the Director of the Livestock Standards division. I set standards with Ministry of Agriculture, and cooperate with all stakeholders involved in food safety.

I did my presentation and then I left the seminar, I didn't participate in the rest.

I did the second day only.

I did both days, but was much more interested in the second day.

For the other participants, there were more involved in the first day, we lost quite a few in the second day, about 20%. Many just came to the topics they were interested in. I don't think it was an issue if you only came to the second day.

The senior staff who are the resource persons, they usually have other work, so they often sneak off.

Quality of Session: It was interesting for me, most of the topics were related to my area. We were divided into three small groups which allowed us to interact. They allocated us randomly so we would not sit with our colleagues. There was a lot of sharing in the discussion, we were able to discuss the main points with each other. In the discussion groups they set us questions about improving the seminar process. In my group it was mostly government agencies and university representatives. Most participants contributed, we got 30 minutes per question, and then we presented out conclusions in the afternoon.

It's too hard to sit and discuss in English for two days. The trouble is good translators cannot deal with the technical terms. I don't know what the solution is...if the topics are about OIE, we want OIE experts to talk to us. Anything new should be directly from the experts. I actually support translation; it's less of a problem with the senior people, but sharing down is more difficult.

What we didn't need was just cut and pasted power-point presentations from the web site, we can read that ourselves.

There are so many workshops since the bird flu, too many. Especially hard for us is speaking in English. The Malaysians may not have problems with this, but we do.

Participant: Academic Sector Philippines

Participant Selection: I was asked to submit names of people from Dpt of Health, the Food and Drug Division.

Quality of Session: There were a lot of presentations, it was quite heavy. It should have been two batches of 50, there were too many people. It was the first time to join the vets and there was a lot of talking. It was hard to address all the questions.

It was a very nice workshop, it was the first time I gave my views on the two organisations, WHO and OIE. I liked the book on laboratories that was provided. There was a lot of information in that. There was about 5 to 10 minutes of discussion, lots of questions being answered by your lecturers. I didn't receive the report from the national seminar. I was asked to give feedback, but we didn't send anything because we already filled in an evaluation form at the end of the seminar.

It was a two day seminar [*note: it was a one day seminar*].

Supervisor of Participants: Bureau of Animal Industry Philippines

Participant Selection: There were too many people there, and the space was not conducive to sharing information. Maybe they were not expecting s many people. OIE seems to be increasing their role. It would have been better to have about 20 people with a wider area of control. The national level can deal with the more general information sharing rather than OIE.

Quality of Session: My staff thought it was interesting, but there was a lot of information. Next steps need to be made before we leave the seminar.

[*Looking at National Seminar Report document*] This report was not passed on to me...this looks more like reactions to information rather than next steps.

Participants: Bureau of Animal Industry Philippines (Junior)

Quality of Session: The size of the crowd was too big. It was too hard to focus on the topics all day, it was like a convention. I couldn't hear very well, I didn't really like it. The workshop part was too short, there were many presentations and the question time was limited towards the end as we ran out of time. I was also trembling with cold in there!

Legislation Workshops

Document Review

Table showing number of participants from each country and the number of new participants at the second workshop.

Participants	Legislation 1	Legislation 2
OIE/facilitators	5	7
FAO	2	-
ASEAN	-	-
Thailand	2	3 (1new)
Vietnam	1	1
Cambodia	6	-
Laos	1	1 (new)
Philippines	3	2 (1 new)
Malaysia	1	1 (new)
Indonesia	2	2 (1 new)
Myanmar	1	1
Timor Leste	-	-
Brunei	-	-
PNG	-	1 (new)
Total <u>target</u> country participants	17	11

Table showing working hours scheduled each day at legislation workshops ie total hours minus breaks and ceremonies

Day	Legislation 1	Legislation 2
Day 1	4.5	5.75
Day 2	5.5	6.0
Day 3	6.0	N/A

1. Technical content of teaching material: basic but good quality, technically sound

2. Quality of information transfer: second workshop, information had to be repeated in second workshop for benefit of new participants. Dominated by power point presentations.
3. Quality of intelligence gathered: questionnaires analysed for seven countries – no summary seen; data collected from discussions was random; questionnaires used to guide discussions.
4. Quality and depth of discussions: appears to be ample time for discussions however output appears random and low quality – model legislation guidelines produced appear low quality
5. Quality of individual work plans: a substantial list of recommendations, notes and agreements with other recommendations made however no substantive action plans; most plans just short checklists as dot points of activities to conduct in next 12 months and report back on at next workshop.
6. Number and type of participants: 6 from Cambodia at first workshop but none in second; less participants in second workshop and >50% new. FAO not represented at second workshop.
7. Commitments of OIE: OIE RCU to be a repository of information on legislation

OIE – Special Adviser

Participant Selection: Most of the people who came to the first seminar, also came to the second. Some of the key players were the same.

OIE – Legislation and Governance Facilitator

Quality of Session: I am not an expert in legislation, but I have been involved in reviewing legislation. I am doing a masters degree on the topic in the region. I was trying to learn from countries, but also contribute theory through the workshops.

In our second workshop on legislation, the participants were far more relaxed having got to know each other and there was more participation as a result. The networking and learning from each other was really strong in the second workshop.

We also tried to meet the needs of countries with no legislation like developing a Vet code of practice.

Language was not really a problem. Some of the participants were hard to understand, there was some difficulty with abstract concepts and it did take time. There were a few questions about our questionnaire that people didn't understand.

Participant: Thai Director International Animal Health Affairs

Participant Selection: I was only a participant at the second workshop. My director selected me because I write legislation.

FAO Laos Representative – Ex PSVS Program Officer/Manager

Participant Selection: Sometimes they send the wrong people, sometimes not. You need people with a broad understanding to identify the people who are doing the right sort of thing. In the case of Indonesia, in the first workshop they sent the wrong person, but in the second they sent the right person. Vietnam sent two young guys who may not have even read their legislation.

It's fine if there is a Working Group in the country, but it cannot be just one person. We usually only invited one or two people.

Quality of Session: It is hard to communicate to and reach people, especially when they are not active. There were good discussions in the workshops. There were not too many lectures, more discussion. You can conduct lively discussion effectively if the participants are the right ones.

Language affected the depth of the discussions. Also the real meaning of some legislation phrases cannot be translated into English. That's why we could only touch on the principles.

Participant: Thai Airport Quarantine Service

Participant Selection: My job is in quarantine, exporting and importing. I went to both workshops.

Quality of Session: I thought it was quite good as it was the first time I got to join an international workshop. I got a wider vision from that.

Participant: Laos Legislation Workshop

Participant selection: I didn't go to the first workshop. The Deputy Director went to that one, but I went to the second one. I am the Director of legislation. I prepare legislation and I have done a lot. Nobody has been trained in legislation here. My area is Livestock. I have a diploma. I didn't go to the first workshop as I had to go on a field trip. I am not sure if I will be going to the next one, I don't know when it is.

Quality of Session: I was very satisfied with meeting my neighboring countries and to exchange information. I can't remember the facilitators, it was back in April. I was very interested in Malaysia, the Philippines and Thailand. All these countries were good.

It's easier to work with Thailand as we can understand their speaking and writing. I can understand the others, but not all of it. I can discuss and communicate, if I don't understand I ask the participants discussing to slow down. From the facilitators it is better when they have a power-point I can follow and listen at the same time. I often ask my friends to explain as well. I didn't notice others having trouble.

I was particularly interested in the principles of veterinary law.

There was a good balance between lectures and discussion; there was time for discussions as well.

Participants (Two) Philippines: Legislation Workshop

Participant Selection: I am the chairman of the Technical Working Group that is drafting the AH Act. And I am drafting the legislation. Most of the other participants were vets, they could only impart problems in VS, but as to transforming this into draft legislation, they were not ready. But they were technical people so you can't expect them to.

Quality of Session: There was a problem with communication in the workshop. I am not sure how well some of the participants who did presentations understood their instructions. Maybe there was some lack of communication. Some participants were active and could express themselves, such as Indonesia, Malaysia, and Thailand. Some had trouble with language; I'm not sure about Laos.

Communications and Philippines Planning Pilot

Document Review

Table showing number of participants from each country.

Participants	Communications
OIE/facilitators	6
FAO	-
ASEAN	1
Thailand	1
Vietnam	1
Cambodia	1
Laos	1
Philippines	1
Malaysia	1
Indonesia	1
Myanmar	1
Timor Leste	2
Brunei	-
PNG	-
Total target country participants	8

Table showing working hours scheduled each day at communications workshop ie total hours scheduled minus breaks and ceremonies scheduled

Day	Communications March 2009
Day 1	6
Day 2	4.5

1. Technical content of teaching material: good quality, technically sound
2. Quality of information transfer: highly participatory; good use of adult education principles. Low work time day 2.
3. Quality of intelligence gathered: Low. Country reports used to guide discussions – difficult to systematically compare.
4. Quality and depth of discussions: appears to be ample time for discussions however output again appears random and low quality – model guidelines produced appear good but query expertise of participants and input from all participants.
5. Quality of individual work plans: a short list of recommendations, no substantive action plans for participants except for Philippines to pilot
6. Number and type of participants: low number from target countries; FAO absent.

7. Commitments of OIE: OIE RCU to provide coordination and secretariat work to support communications strategy developed

OIE – Communications Facilitator

Participant Selection: We were able to make a lot of progress in our two day workshop because we had a good range of participants. We didn't only have vets, but were able to attract a number of communications specialists as well as an ASEAN representative. Participants were appropriate, although I am not sure to what extent they were able to make decisions in their home countries although I am confident that they will be able to bring about change. I noted that participants delivered high quality outputs, there was a high quality of questioning, presentations were good.

Quality of Session: We were able to get good buy in because the seeds had already been planted. We just needed to put more meat on the bones.

Language was not an issue in our workshops. Participants had a good grasp of English. Communications experts usually have good proficiency in English.

Participant: Thai Officer from Zoonoses Section DLD

Participant Selection: I was the spokesperson during the last AI outbreak so I work in communications.

Quality of Session: I really appreciated the facilitator's presentation. He had a really good technique. It was good because he talked a bit, but then allowed us all to participate. Some of the content was not new, but then I learned some as well.

Language was difficult for some countries. It's really hard to translate everything in the small groups. The participants did try to understand, they asked us to explain to them. We got very tired, although the group work did help. The language issue is also really tiring.

Participant: Lao PDR Communications Workshop

Participant Selection: I work in the area of information systems. It's in the planning division of DLF. I collect data and report. I used to be the information officer in the AH Centre. My background is in computers and software, but we don't have computer-based information systems. My role is in disease outbreak investigation, and I conduct workshops for the provinces. I attend campaigns and communicate with farmers directly with district staff.

Quality of Session: I only remember one facilitator in the workshop, Dr Abila. I have a small memory of a guy from New Zealand. It was a good opportunity to learn from the facilitators and other countries, to solve problems.

I was not able to understand 100% of the workshop, probably about 70-80% *[interviewers could not communicate with the respondent and most of the interview was being translated]*. I could understand more from people from neighboring countries. I did have the opportunity to discuss the Lao experience, but I prepared first, in English.

Participant: Legislation Workshop – Philippines

Participant Selection: Senior Agriculturalist in Disease Intelligence and Epidemiology Section.

[The participant gave a detailed description of how the sub-regional strategy was developed which reflected a highly participatory approach with key ideas emerging from the group. It was not clear if the final technical content of the group meets good practice and that the facilitator assisted the group to come up with content that was good practice, or whether these were simply the ideas of the group. Clarity on that would be beneficial to be sure that the OIE strategy is rooted in some form of good practice since they are known for setting standards. It would not be suitable to have this sub-regional strategy become the "standards" by default if they are not intended to be so.]

Emergency Management Workshops

Document Review

Table showing number of participants from each country.

Participants	Emergency preparedness
OIE/facilitators	5
FAO	2
ASEAN	-
Thailand	2
Vietnam	2
Cambodia	-
Laos	2

Philippines	2
Malaysia	2
Indonesia	2
Myanmar	2
Timor Leste	-
Brunei	1
PNG	-
Total <u>target</u> country participants	14

Table showing working hours scheduled each day at emergency preparedness workshop ie total hours scheduled minus breaks and ceremonies scheduled

Day	Emergency preparedness
Day 1	5.25
Day 2	5.5
Day 3	5

1. Technical content of teaching material: resource materials good quality and technically sound
2. Quality of information transfer: Dominated by power point presentations. Low work time each day.
3. Quality of intelligence gathered: questionnaires analysed – no summary seen; data collected from discussions was random; questionnaires used to guide discussions.
4. Quality and depth of discussions: appears to be ample time for group work/discussions however output appears random and low quality; SEA experiences related
5. Quality of individual work plans: alist of recommendations however no substantive action plans; most plans just lists of things to do in next 12 months and report back on at next workshop.
6. Number and type of participants: well attended including by FAO
7. Commitments of OIE: requests for in-country action by OIE; strong implication that FAO and OIE do similar type of work including in-country work

OIE – Special Adviser

Quality of Session: The presentations in the emergency management workshops were brilliant, a high standard of content.

OIE – Steering Committee Member and EM Facilitator (DAFF)

Participant Selection: It was very hard to facilitate because there was such a varied group of participants. The participant mix was not good; there were various ages and experiences. This made it very difficult to facilitate. Some member countries did not attend, Cambodia didn't attend.

Quality of Session: There was mixed quality in the workshops. The reason for the long lunch breaks was not discussed; I think it is the normal standard for OIE. But this was difficult for those fasting; I don't think they wanted to have such a long break. About half of them disappeared so there was limited networking over lunch.

Engagement in the scenarios we did was quite good, but you had to work really hard to get good participation. There was quite limited follow up to the workshops which limits its impact. It has been difficult for us to get feedback on progress on the actions plans that countries agreed on. We have been trying to make contact, but it has been hard for the new project manager who has not met these people before. There is no relationship there to get responses from emails. You need continuity of relationships.

The workshops were held during Ramadan which meant that many people were not as energised as they would normally be. It also meant that they were less inclined to join the groups during lunch breaks. The breaks were about 90 minutes; I think this time is just the standard time for OIE workshops. It wasn't really necessary all that time because of the Ramadan issue, people wanted to come back to work.

We did try very hard not to make the presentation too much about Australia, although there were a lot of examples drawn from the Australian experience.

Perhaps the balance between presentations and group work was not the best. There was a lot of time presenting information – but we did keep referring back to those principles during the other work activities.

We tried to make the actions plans for countries to work on very simple. Just a small number of dot points, things that would be simple to achieve and that they could report back on.

Language was a bit of a problem. Some are not likely to have taken the messages home. We had to work really hard to make sure people had understood, and for some there was limited participation.

Maintaining energy levels was hard, perhaps there were too many presentations, but we did go back and draw on the principles. There was a high degree of enjoyment during the scenarios, but it was difficult to get full engagement and you had to work really hard.

In terms of language, some couldn't take the messages home, and some didn't speak much.

OIE – Emergency Management Facilitator (DAFF EM Coordinator)

Participant Selection: It was hard to gauge whether or not we had the right participants. Some were from the right level, from the Philippines or Brunei.

Quality of Session: All out participants were highly motivated because we were offering new concepts, they were very open to new ideas although they didn't really challenge these ideas. The success was due to selecting the right venue, using small groups, having enough time – we had three days. Our lead advisor took time to introduce the topics well and was good at summarising the outcomes.

Language was not an issue for us. We made sure people were partnered with someone who could understand well. We also used a lot of visual prompts.

FAO Representative – Bangkok

Participant Selection: I think for next time to keep momentum we should make sure the invitations ask for the same person, I also think we should review the recommendations from the first meeting.

Quality of Session: The facilitators were credible, knowledgeable, they balanced theory with practical knowledge. One of them had a very strong Asian focus which was good. The Project manager also brought things in a very practical level for this region. Participants were kept very busy. After the power-point presentations, a key facilitator went about checking on people and keeping things alive. There were good case studies too.

Language posed a few problems. People were quiet, they may not have understood, but mostly this was only one participant from XX. Speaking slowly would help, but it's not something that is easy to solve.

Participant: Thai Provincial Vet Office

Participant Selection: My job is at the field level. So it was very useful for me and my team to set up a plan for emergency management. It was useful in terms of setting up the processes. I was chosen to participate because my province is very important in terms of export and importation and we are always having outbreaks.

Quality of Session: The group participation was good. I was not very active in the first workshop, not very brave. I think I am getting better now.

Sometimes I had trouble understanding. In that case I asked my colleagues to explain it to me. I prefer when there are more pictures than text as it's easier to understand. I could more easily understand people from the Philippines and Laos, than from Indonesia.

Participant: Laos – Emergency Management Workshop

Quality of Session: I don't know when the next workshop will be *[it is planned for next month]*. One of us will be going, but we have not had invitations yet.

In this workshop there was more chance to discuss things than in other workshops we go to. We had sufficient time for discussion and good presentations. I liked that it was not only theory, but it was also the real story about programs.

Language was very hard to understand when people are talking fast. I find it easier with people who are not native speakers of English. My colleague who came with me had better English. I found it difficult to understand people from the Philippines, but Vietnam and Thailand were not a problem as we share similar languages.

Participant: Philippines – Emergency Management Workshop

Participant Selection: I heard there were three workshops, but I have not yet been invited to the next one *[this coming October]*, although I am expecting an invitation.

Quality of Session: I liked the battle plan presented by our Australian friends. We liked that the ICS was adapted from the US to the Australian system, we need that. It was adaptable to the Philippines. I don't recall filling in a questionnaire.

The language barrier meant that some people were hesitant. It was the Philippines, Thailand and Malaysia and Brunei that were more active. The problem was more to do with expressing than understanding. Even me, I had a hard time understanding the accents of the Australians. The pace was OK, it was more about the accents. If the presenters used more visual aids it would be better.

We needed more time to clarify things; maybe 5 days would have been better. Field trips are good, and maybe more about organisational structures. The new workshop ought to focus more on exposing us to the ICS, not because we don't know technically, but we need to practice what is being taught to us.

Laboratory Network Workshop and Follow Up Visits

Document Review of Participants

Six ASEAN participants at initiation workshop in Geelong not attended by representative from Laos or Indonesia

Document Review of Materials

Not all visit reports available.

No Gap Analysis summary available

OIE – Laboratory Facilitator

Participant Selection: We visited all the member countries in the first year. This year we have done all but Cambodia. In the first year we didn't do Myanmar because of the cyclone.

Participant: Thai Workshop and Laboratory Visits

Participant Selection: The one who went to the AAHL training is from International Affairs.

Quality of Sessions: We don't know the purpose of that meeting, she brought us back a diskette and I printed it out. When she came back we did have a meeting about everything we have in the lab...I think. She may have all that data.

Someone came from Geelong and gave us a sample to test. We got a good result, but we have not yet got a formal result from the test. We only got an informal email. *[When asked about PSVS outcomes, participant is confusing FAO and USDA sponsored work with PSVS work when describing their involvement in the project]*

Participant: Laos Workshop and Visits

Participant selection: I am in charge of the AI laboratory.

Quality of Session: It was hard for us to understand well. We were supposed to learn where our mistakes were and what to focus on.

Participants: Philippines Laboratory Workshop and Visits

Participant Selection: Participant 1: I am head of the division. Participant 2: I am the senior agriculturalist in the Virology section of the AI lab.

Quality of Session: Overall the objectives of the workshop in Geelong were good.

We don't know what the plan for the other visits is, though we need more than two days. We are not sure about the intentions of these visits. We have not yet received any information on workshop planning.

3.3 To what extent has the program been delivered according to the schedule in the annual plans?

3.4 What have accounted for any delays?

3.5 To what extent has the program expended the budget?

These questions are answered in the main body of the report.

Annex 8: Alignment of the PSVS to the Pandemics and EID strategy 2006-2010

The PSVS is well aligned to a number of objectives in the PEID Strategy. PSVS contributed either directly or indirectly to three of the four options for engagement. They have focused on OIE member countries which include our near neighbours, as well as other critical countries, or hotspots, for EID in the region, especially the Mekong sub-region.

Objective 1: to develop effective capacity to plan and prepare for EIDs and potential pandemics

At the national level PSVS has worked specifically on enhancing the coordination between sectors and across government departments. The intention of the national seminars was to engage the commercial sectors as well as to engage a broader range of stakeholders in strengthening veterinary services. Also the re-focused project aims to assist countries to more clearly articulate their needs with respect to enhancing veterinary services to attract resources from industry, the national government, academic sectors and importantly the donor community. This is expected to occur by the linking of the PVS evaluation findings to a well costed national plan for capacity building which will act as a tool to attract resources to progress veterinary services against the OIE international standards.

At the regional level, PSVS is focused on improving OIE member country capacity to meet the international standards in veterinary services. This may contribute to a more effective regional response over time, and will allow countries to improve their regional trade opportunities. The OIE will also be able to facilitate the sharing of regional resources and harmonisation of donor activities through an agreed set of standards and approaches to enhancing veterinary services. Through the application of the PVS, OIE will increasingly be able to identify common needs and priorities across the region to harmonise donor investments.

The OIE has recently established a sub-regional office. The PSVS, with the AusAID funded SEAFMD project, will contribute to reinforcing OIE's role as a key regional facilitator in resource generation and harmonisation of animal health activities based on an agreed standard. Strengthening regional recognition of OIE as regional body to set standards, help identify needs, and to facilitate dialogue between member countries and donors in the region to attract resources and build a coordinated response to needs.

The PSVS is also contributing to ASEAN by enhancing awareness of the OIE standards, the role of the PVS evaluation and gap analyses, thus enabling ASEAN to reinforce key messages and to contribute to the wider adoption of the PVS evaluation and gap analyses and improved regional and national planning.

Objective 2: To improve the recognition, control and prevention of EIDs

To a modest extent, the PSVS has contributed to improving the identification of EIDs through the work on laboratory proficiency testing and quality assurance (technical support coming from the Australian Animal Health Laboratory), to improving national level capacity in emergency management, and enhancing national communications in animal health issues. Project participants have demonstrated an increased awareness of the range of issues that are required to be addressed and can now participate more meaningfully in national planning for strengthening of veterinary services.

Objective 3: To strengthen national systems of animal and human health

One of the unique features of PSVS has been the focus on systems development compared to the more typical donor engagement in technical issues and capacity building in technical areas. PSVS, through its work on improving the legislative environment for improved animal health systems, has either stimulated some early activity in legislation, or has been a catalyst for increasing momentum in countries where

some preliminary work had begun. The focus on planning national coordinated responses to strengthen veterinary services is also a critical building block in developing robust systems.

Objective 4: To facilitate a rapid response to outbreaks of EIDs in animals and/or humans

PSVS has not contributed directly to this objective. The focus of the work has been more on building regional and national level capacity, and to improve OIE role and mandate in the region as a facilitator of national level development.

Annex 9: Lessons learned for design of small value projects

Summary

This Independent Progress Report on the Regional OIE/AusAID Project for Strengthening Veterinary Services (PSVS) found that the role of a simple design in small value projects can be a critical factor for the success of the project. This project did not receive any further design inputs between concept and implementation due to the small value of the investment (USD 1.9m). This resulted in a series of challenges that had a significant influence on the capacity of the project to meet the intended outcomes. This annex is designed to feed these lessons into AusAID corporate decision-making.

The situation

The PSVS was developed in response to a request to invest approximately AUD100m in an Australian response to emerging infectious diseases (EID) in the region. This involved the rapid mobilisation of a significant number of initiatives of variable size and complexity. The PSVS was developed as a small adjunct to the already successful SEA Foot and Mouth Disease project being implemented by OIE and funded by AusAID. Due to the small value, the need for speed in mobilisation, the implementation team's original team leader being a participant on the development of the concept note, and the perception of the initiative as a small addition to an existing body of work, the decision was made not to proceed with a design phase. The decision was, in part, driven by the need to progress quickly and not to hold up implementation by a lengthy design phase on a small value initiative.

Result of no design for the project

The result of the lack of design stage had a significant impact on the project in terms of the capacity to meet intended outcomes, to enable strategic oversight and planning, and to conduct annual planning to refine activity design over the life of the project.

As with a great many projects across the aid program, there is a tendency to develop very high level, broad objectives that can be interpreted in a number of ways by different stakeholders in the project. This was also the case with the PSVS; the recent IPR found that key stakeholders in the project had differing views on what the project was trying to achieve. This could not easily be detected during implementation when there was insufficient clarity at the outset.

Without a clear design, the Steering Committee tended to focus their discussions on activity implementation and disbursement of funds, rather than reviewing the progress toward end-of-project outcomes. Team strategic planning could not occur, and annual planning was also highly activity focused. Performance of the program could not easily be monitored or evaluated without clear articulation of the outcomes and approaches to implementation.

Without a more refined understanding of the project, the project managers and workshop facilitators planned their sessions based on their own understanding of the expected outcomes of the project. All these interpretations were indeed consistent with the very broad outline of the project in the concept note. However, on closer examination during the IPR, it was noted that these slightly differing approaches were distracting the project from achieving core sustainable outcomes.

There were insufficient activities in place, combined with limited coverage of beneficiaries which precluded the achievement of substantive outcomes. This was exacerbated by the very small budget and short time frames. Where there are only a small number of interventions, teams require a great deal of clarity and focus to ensure that the small investment will result in some form of sustainable development outcomes and not become too scattered.

The final result was that the PSVS had begun to drift and the progress toward sustainable development outcomes was compromised.

Additional factors affecting the situation

The implementation team, although highly skilled in the technical aspects of OIE and animal health, were not design experts, were OIE employees with different project design expectations to AusAID, and were not employed for their expertise in monitoring and evaluation.

Even with poor design, projects have another opportunity during the development of the project M&E system to detect problems with the articulation of end-of-project outcomes and the strength of the project logic. The project was not allocated an M&E Specialist to assist with the design or implementation of M&E activities, so again, the implications of the lack of design were missed. It is also not uncommon for projects of small value such as this to have no M&E Specialist allocated to support the project.

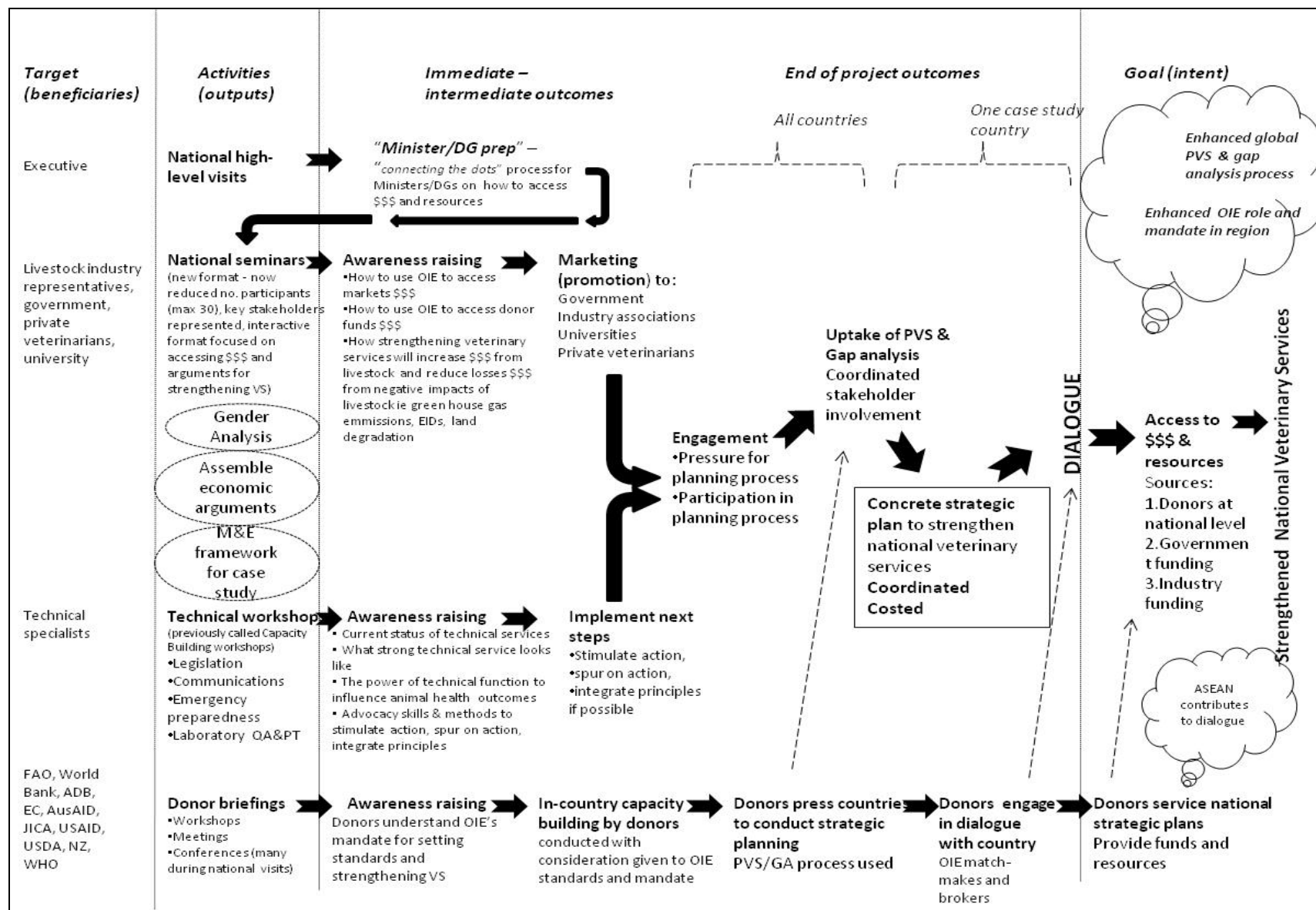
Suggested response

There is no doubt that the decision not to delay the mobilisation of the initiative with lengthy design activities was appropriate. Indeed a large scale design mission would not have been appropriate given the urgency in which Australia was required to respond, and the volume of work that was required to be initiated. However, there are other simple options to consider with enhancing the design of even small value projects. Typically, it takes an M&E or Design Specialist about two days to work with an established team to clarify end-of-project outcomes and the broad approaches to implementation. Even robust logic modeling can be achieved in a short period. After the concept has been developed and the implementation team are in place, it would be quite cost effective to have a facilitated discussion with the implementation team who will be the individuals who will be making on-going decisions about the project.

For example, with the PSLP, activities with a value of over \$400,000 are provided with design/M&E support for a small number of days to help implementation partners to articulate their expectations and approaches. During this contact, AusAID adds additional value by working through key development concepts such as sustainability, gender, and good progress reporting with their implementation partners.

During the PSVS IPR, AusAID and the implementation team worked through a refined logic model for the project, were able to clarify end-of-project outcomes, discuss a more focused approach to their activities, aligned their project with OIE and AusAID strategic priorities, and put their project on track for a more satisfying outcome for all stakeholders. Although this was informed by the IPR interviews and document reviews, this could have been achieved as a single activity taking about two days.

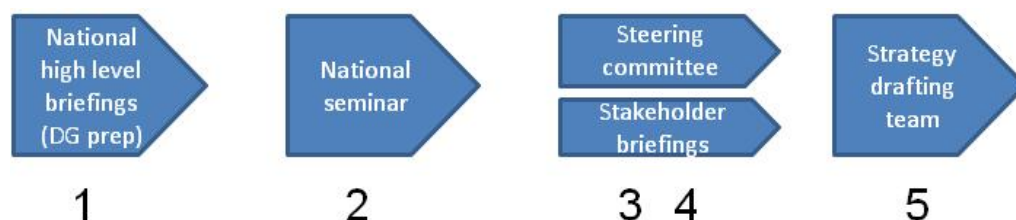
Annex 10: Logic model of the proposed refocused PSVS



Annex 11: Design of national seminars

Suggested conduct and content of national seminars and steps toward the strategic planning process

Described here are the suggested conduct and content of national seminars and some of the other steps involved in developing a national strategic plan for strengthening veterinary services. The diagram below shows the sequence of steps.



The steps are to first conduct a “*DG prep*” which prepares for the successful conduct and outcomes of a national seminar. After the national seminar comes the formation of a steering group to implement recommendations, and at the same time, participants go home and brief the groups or associations that they represented at the seminar. Next comes the drafting process for the national strategic plan.

1. National high level briefings. Conduct a briefing of senior officials, especially the director-general, on the purpose of the national seminar, the likely outcomes, and how to deal with them. Then get endorsement of the process. Use the briefings as opportunities to motivate using arguments based on economics and political risk. Then prepare their minds with clear and simple explanations of the options for accessing financial resources from donors and the economic and political benefits of strengthened veterinary services to the country. Provide a two-page summary to the officials as a reference, and consider providing it in the language of the country as well as English.

2. National seminars. The purpose of national seminars is to guide the participants to an end-of-seminar outcome of participants being (i) soundly convinced of the economic and political benefits to them, their organisations and the country, of strengthened veterinary services, (ii) absolutely clear in understanding of the pathway to access financial resources particularly via OIE PVS Gap Analysis, and (iii) highly motivated to take action post seminar to develop a national strategic plan to present to donors, and (iv) participant in drawing up an action plan toward developing the national strategic plan. Ensure milestones, persons responsible and strategies to overcome constraints are included in the action plan.

Limit the seminars to not more than 30 participants. The smaller number of participants allows an interactive workshop and all the benefits that interactiveness brings in terms of quality discussion, learning and ownership of outcomes. Leaders of the stakeholder groups, organisations and associations in a strengthened veterinary services should be represented preferably with at least three from each group/organisation to form a critical mass of thinking in their organisations.

Groups and organisations represented should include farmers, private veterinarians, universities, government veterinarians (including laboratories) and human health officials.

The group for which special attention needs to be made to ensure they are well represented are the farmers. This group needs to be well consulted, collaborated with and serviced by veterinary services. This is because it is the farmers who manage the economic engine room of livestock agriculture **and from whom flow-on benefits to the economy, food security and health etc arise**. A self serving government veterinary service that does not form strong partnerships with and gain strong support from industry will not lead to a stronger veterinary service.

Consider including the words “*How to ...*” in the title of the seminar to attract participants. For example “*How to strengthen veterinary services and reap the economic benefits*”

Important **process** messages that should be conveyed to participants in the seminar should include:

1. The perspective and requirements of donors with respect to donation of funds for the purpose of strengthening veterinary services.
2. The two motivating factors that will drive change for strengthening veterinary services over other country priorities are 1. fear of risks eventuating and 2. economic advantages.
3. Sources of funding - donors in the short term, government in medium term and industry in long term.
4. How to access funding – by preparation of well-consultated, concrete, costed, strategic plans to present to donors
5. Facilitation is by OIE using PVS evaluation and Gap Analysis tools and to coordinate dialogue with donors (and other funders).
6. There is a need to spend money to make money and spending money of veterinary services is a good investment with many winners

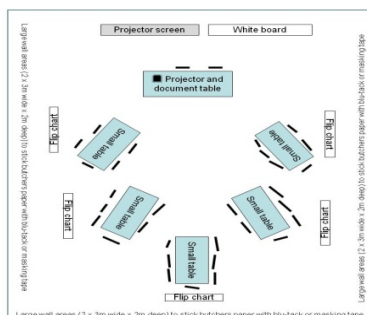
Important **outcome** messages conveyed to participants in the seminar should include:

1. Economic opportunities for the livestock industries – by financial gains from access to export markets and increased efficiency of livestock production, higher value industries and stronger membership
2. Economic opportunities for government veterinary services – increased capacity to respond to government and industry needs
3. Economic opportunities for government/country as a whole flowing from improved nutrition, improved human health and poverty alleviation.
4. Economic benefits for the private veterinary sector – more work from higher value industry with greater capacity to utilise services and pay for them leading to more employment and stronger associations.
5. Economic benefits for universities and other teaching and research organisations – more demand for increased number and quality of veterinary and animal health graduates, more research funding to meet needs of higher value livestock industry.
6. Economic protection by the prevention of emerging threats – by providing financial and political **insurance** against damaging effects of emerging infectious diseases and uncontrolled livestock production (ie green house gas emissions, land degradation)

Consider the following suggestions of the **style and conduct** of the workshop:

- Hold the workshop over two days. Convince the director-general to pull out all stops to get the best participants.
- Use experienced facilitators, knowledgeable on the task ahead, to guide the discussions to the outcomes listed above.
- Over the two days, use a series of team question answer sessions and game-show theory as the process to achieve outcomes. More information of conduct of team question-answer sessions and game-show theory can be found in the training manual on *How to Run a Training Course* provided to John Stratton.
- Try to reduce power point presentations to the bare minimum even to the point of using them only for providing back up to verbal instructions or providing a correct answer that cannot be presented on a white board in the required time frame. Use multiple whiteboards and flipcharts to record and present information. Be mindful of language problems – speak slowly and verify that key points have been understood.

- Divide participants into five teams of six people and seat each group around separate tables as in the diagram below²⁰ so that they can work as a team. The arrangement allows close, reflective discussion of team tasks and close communication if misunderstandings of English occur.
- The teams are asked to answer the team task questions (see below) as best they can, present their findings, then the facilitator (knowing the outcome that he/she wants) guides the ensuing class discussion to arriving at the correct and final answer.



Team tasks might include:

Motivational tasks

1. List the export markets for livestock and livestock products that might be accessed over the next 10 years and assign a potential income from these markets
2. List the constraints to accessing export markets and how a stronger veterinary services can assist to overcome those constraints
3. List the negative impacts of livestock production faced by the country over the next 10 years and the implications for the future of the livestock industries and how a stronger veterinary services can control them
4. List the benefits of livestock production and the implications for the future of the livestock industries and how a stronger veterinary services can enhance them
5. List the direct and indirect benefits to human health arising from a stronger veterinary services

Process tasks

1. List the sources of funding to strengthen veterinary services and rank them in order of likelihood of providing funding
2. List the steps necessary to access funding for strengthening veterinary services
3. List the ways that OIE can assist to access funding
4. What concrete steps are now necessary to take action. Consider what, who, when, where, how and how much. The steps must be Specific, Measurable, Achievable, Realistic, Time-bound.

The 4th process task should lead to the development of an action plan for development of a strategic plan.

3. Steering committee. Ensure (i) the director-general is appointed the head of a steering committee, (ii) appointments to steering committee are representative of stakeholders and follow a defensible process, (iii) assistance by OIE is emphasised, and (iv) Terms of Reference are clear and understood and there is plan for the committee to be reminded of responsibilities regularly.

²⁰ Avoid arranging seating and tables in rows like in a traditional class room or in the large u-shape board meeting style which suppress interaction and open discussion.

4. Stakeholder briefings. Provide participants with a quantity of leaflets containing clear motivational and process messages that they can provide along with a briefing, to their members.

5. Strategy drafting team. Ensure (i) strategic planning, economic and gender skills are present in drafting team, (ii) input of PVS evaluation and Gap Analysis data (iii) resulting plan has and is seen to have had wide stakeholder input and input from participants in PSVS technical workshops. Consider inviting donor input into drafting process.

Annex 12: Dot points around which economic and politically motivating arguments for strengthening veterinary services can be built

- As a result of globalisation, climate change and ongoing poverty in many livestock production sectors the world is facing an unprecedented era of costly emerging animal diseases and zoonoses. The major costs will come from the impact of disease on production, international market access and human health.
- The OIE recently completed an extensive study – focused on transboundary animal diseases in Argentina, Viet Nam, Nigeria and Romania – which concludes that the costs of preventing major animal diseases are significantly less than those associated with managing outbreaks, and the benefit:cost ratio of investing in prevention versus control is high.²¹
- In Asia eradication programmes for foot and mouth disease (FMD) provide benefits in terms of improved trade and enhanced market access worth several times the investment.
- The cost of preventing animal diseases and associated zoonotic and food safety crises is insignificant compared to the social, economic and environmental costs when they occur. Hence investment in strengthening veterinary services is worthwhile.
- The economic impacts of veterinary services on a country are determined by their ability to do three things: (i) control endemic diseases (ii) prevent new, emerging and foreign diseases outright or reduce their frequency and (iii) detect early and respond to new, emerging and foreign diseases to reduce their magnitude.
- The economic impacts of veterinary services affect many stakeholders in many ways. The means by which each of the major stakeholders is impacted are set out below. When veterinary services are strong, these are the areas where economic benefits are realised - when veterinary services are weak, these are the areas that suffer and may even fail (ie market access).
 - Farmers (most directly affected)
 - Efficiency of production
 - Value of livestock
 - Access to export markets
 - Domestic consumption
 - Employment
 - Community (ripple and spill-over effects)
 - Health
 - Food safety and food security
 - Employment in services industries
 - Tourism
 - Livestock production support industries (upstream and downstream of farms)
 - Employment

²¹ OIE. 2007. Prevention and control of animal diseases worldwide. Economic analysis – Prevention versus outbreak costs. Final Report. Part 1. Submitted by Civic Consulting – Agra CEAS Consulting. September 2007.

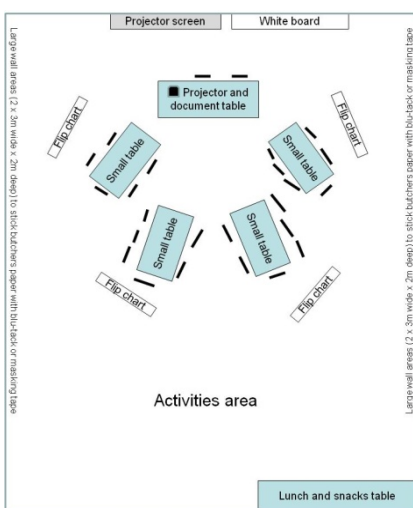
- Provision of services
- Sale of goods
- Private veterinarians
 - Employment
 - Provision of services
 - Sale of medicines, vaccines, equipment
- University veterinary schools
 - Level of funding
 - Numbers of well trained staff
 - Demand for graduates
 - Demand for highly trained graduates
 - Funding for research
- Government veterinary services
 - Level of funding
 - Numbers of well trained staff
- Political impacts mainly affect one stakeholder – government. Its stake-hold is based on political risks it faces associated with market failure (export and domestic), human health, food security, tourism, poverty alleviation, environmental damage and possibly animal welfare.
- The economic impacts of veterinary services in the future will extend to the role of controlling the negative impacts of livestock production including green house gas emissions, land degradation and pollution.
- A single country that fails to control and emerging disease put the whole world at risk. If HPAI had been confined to a few countries the economic cost and cost in human lives would have been markedly reduced.
- The economic impact of veterinary services will vary depending on whether the country participates in international trade.
- Presence of livestock diseases has a significant negative impact on opportunities for trade.
- An economic and social disaster occurs when in poor countries animals must be culled. Early detection and rapid response mitigate mass culling events.
- For veterinary services to affect productivity through the control of diseases, there must be have been neglected opportunities on the part of government, private and farmer sectors to do this.
- Good governance of veterinary services is prerequisite for investment by the private sector.
- Demand for livestock products will double over next 20 years.

Annex 13: Design of technical workshops

Content and conduct of technical workshop should be designed to prepare participants for pushing for and engaging in the national strategic planning process.

Recommendations on the style and conduct of the workshop can be found in the training manual on “How to run a training course” provided to Dr John Stratton. Key points to consider are:

- Consider including the words “How to..” in the title of the workshop ie “*How communications can strengthen a veterinary service*”.
- Run the workshop as interactively as possible applying the best principles of adult learning. Divide participants randomly into work groups and have them working proactively from the outset.
- Excessive use of power point presentations should be avoided. Power point presentations should be limited to providing instructions to back up verbal instructions on group tasks and to provide the correct answer to question-tasks given to work groups (see the manual).
- Avoid class layouts that are boardroom or class room style. The layout in the diagram below is recommended. It lends itself to reflective group discussion and close communication for those with poor English.
- Reduce lunch breaks to 30 minutes and snack breaks to 15 minutes to maximise structured discussion time.
- Reduce or eliminate ceremony time.



Suggested topics include:

1. Country reports on progress since last workshop
2. What does good (communications, legislation or emergency preparedness) practice look like?
3. How does a functional (communications, legislation or emergency preparedness) section operate in a veterinary service?
4. Case studies and examples of the power of communications, legislation or emergency preparedness and how they can strengthen a veterinary service.
5. The strategic planning process and your part in it.
6. Advocacy skills to sell your ideas.

Annex 14: Terms of Reference for M&E Specialist

PSVS Study of OIE Preparation and Follow-up Support to the PVS Evaluation and Gap Analysis

1. Background

The OIE/AusAID Project on Strengthening Veterinary Services to Combat Avian Influenza and Other Priority Diseases in Southeast Asia (PSVS) is a A\$2.4 million (US\$1.9 million) three-year program from 30 April 2007 to 30 June 2010 co-funded by AusAID and DAFF. The long-term goal of PSVS is to enhance the capacity of countries in Southeast Asia to effectively detect and respond to emerging infectious diseases.

In September 2009, the PSVS underwent a mid-term independent progress review in which the key end-of-project outcomes were further focused. The outcomes now focus more directly on OIE's role in stimulating and supporting a OIE member country's uptake of the PVS Evaluation tool which examines national capacity in veterinary services; and to facilitate the translation of the evaluation findings into a simple plan to build national veterinary service capacity. The intention is that this plan will be used by member countries to attract donor and national sources of support for implementing the plan, and to ensure that donor efforts at the national level are well coordinated and strategic.

The PVS evaluation and follow-on Gap Analysis and Strategic Plan are relatively new processes for OIE globally. Gap analyses have only been conducted in a small number of countries, and not yet in any countries in the SEA region. There is much to learn about how OIE can best support this process and act as a facilitator to support countries to attract adequate resources from a range of stakeholders. OIE requires a high quality analysis of the approach that has been adopted as a model in the PSVS. OIE requires credible evidence to inform and contribute to the further development of the PVS tool and Gap Analysis process.

2. Qualifications

The consultant should hold a post graduate degree that has included a research dissertation component. Alternatively, evidence of training in advanced research or evaluation design, conduct and management. Advanced skills in research or evaluation methodologies are required. Short professional development courses in M&E are not considered advanced training. Where a post graduate degree in research or evaluation methods has not been completed, evidence of the quality of research or evaluation activities previously designed and conducted will be sought.

2. Experience

Essential

- Demonstrated practical experience in research or evaluation design, conduct, and management. This experience should reflect expertise in the design approach, articulation of evaluation questions, development of sound methods and tools, conduct of data collection activities, analysis of data, interpretation and dissemination of results and report preparation.
- Demonstrated ability to facilitate learning from, and uptake of evaluation findings with implementation teams and other relevant stakeholders. An understanding of and experience in utilisation-focused evaluation will be important.

Desirable

- Demonstrated on-going membership of a domestic or international evaluation society, or other demonstrated commitment to keeping up to date with the theoretical and practice developments in the field of evaluation.
- Understanding and experience in the case study approach is desirable.

3. Terms of Reference

- Using a participatory approach in Bangkok OIE office with key stakeholders (In-Country Visit 1), review the expected end-of-project and intermediate outcomes of the PSVS including the proposed interventions strategies that will be assessed and explored during the case study;
- Identify suitable approaches to enable full ownership of the case study design and response to findings for OIE in the sub-regional and Paris offices.
- Prepare a fully elaborated design of the case study including a description of the broad approach (case study), evaluation questions, methods for data collection and analysis, required resources and costs, an implementation schedule, and plans for dissemination and integration of findings into OIE programming.
- Conduct any preliminary data collection after the preliminary design stage if appropriate
- With a maximum of two further in-country visits, conduct or supervise the conduct of data collection and analysis.
- Prepare a full case study report to OIE no later than 4 weeks prior to the conclusion of the PSVS.

4. Expected Resources Available for this Case Study

- The consultant will be resourced (fees and expenses) for a total of 42 in-country days over three visits' and 4 days at home office for the development of the methodology and utilisation strategy, and 14 days for the preparation of the final report. It is expected that the preliminary findings and conclusions will be fully discussed with OIE sub-regional office at the completion of the third in-country visit.
- The case study will be allocated an additional \$5,000 for additional in-country evaluation expenses.
- The PSVS will facilitate and resource any additional expenses related to the implementation of the utilisation strategy.