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**“Backstopping Mission to the Management of the
Pace Programme Co-Ordination Unit”**

**Draft Report
(J.E.Ternoy)**

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Consortium



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**ORGANIZATION OF AFRICAN UNITY
INTER AFRICAN BUREAU FOR ANIMAL RESOURCES
(OAU/IBAR)**

**PAN AFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS
(PACE)**

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Lexicon:

OIE	Office International des Epizooties
OUA/IBAR	Organization of African Unity / Interafrican Bureau for Animal Resources
EC	European Commission
PCU	Programme Co-ordination Unit
PACE	Pan African Programme for the Control of Epizootics
CAPE	Community-based Animal Health & Participatory Epidemiology
IAEA	International Atomic Energy Agency
EDF	European Development Fund
DFID	Department for International Development

1 Executive summary

The PACE programme is already at the end of its second year and a mid term evaluation will take place at the beginning of 2002. This programme has been impaired by difficulties along its inception and the two first years of implementation; external factors as well as internal difficulties within the PACE organisation explain the relatively mitigated outcome. The purpose of this report is not to give a judgement and to attribute responsibility to one or another person, but rather to develop ways and means to improve the current situation through a better management organisation. The PCU disposes presently of very qualified and dedicated professionals in many disciplines, and most of them are very much concerned to do their work and to progress in building up an effective PACE programme as it is expected from them.

The five year PACE programme is essential to Develop in 32 sub-Saharan countries, at continental level, effective epidemiological surveillance networks for the main animal diseases, providing the countries with the capacity needed to organise economically and technically control programmes to prevent and eradicate specific epidemic diseases. The importance of the programme justifies the great concern of OAU / IBAR (implementing agency) and of the European Communities (main donort) about the effectiveness and efficiency of the present management structure of the Programme Co-ordination Unit (PCU) of PACE.

Diagnostic

The diagnostic of the management of the PCU of PACE concludes in the need to reinforce the strategy leadership, the human resource organisation, the outcome of work programmes and the linkage with other institutions. PACE is a complex programme which requires specific management and technical competencies and experiences at the Co-ordination level. There is a need of a long term vision of PACE within IBAR and to develop a real capacity for professional to work as a team within the structure. The present Co-ordinator is doing his best to adjust and answer to multiple administrative and logistical demands, taking most of his time, distracting him from more important and strategic issues. The reinforcement of the administrative and logistic sector, in progress with the Administrative Assistant, and the future recruitment of the new Main TA should give to the Co-ordination what it needs to promote a more efficient management organisation.

Constraints and bottlenecks

The constraints and bottlenecks identified during the management backstopping mission affect the efficiency of the overall management at three different levels:

- ◆ At a structural and organisational level, there is no clear cut attribution of the Co-ordinator in term of responsibility and power. The absence of a well defined delegation of responsibilities from de Director of IBAR to the Co-ordinator makes it difficult and hazardous the definition of subsequent delegations from the Central Co-ordinator to the Regional Co-ordinator and to the Administrative Assistant and the head of units.
- ◆ At personnel organisation and management level, there is a lack of communication between differnt units; there is also an absence of consciousness of individuals to belong to a real team with shared values and objectives. Micro teams perform at unit level according to their work programmes and their terms of reference, without consideration of what is done in other units. We observed a lack of complementarity between unit works and sometimes little exchanges within the same micro team due to work distribution between TA and counterparts (each one taking part of the common load).
- ◆ At information and control levels. Reports are the only inputs to the information system. Too long and detailed, they are read by few concerned people. Often without abstract or executive summary, their conclusions are soon forgotten. Consequently their impacts are small. Classified in chronologic order and with no workable reference system, these reports are not easily accessible for further use. Control and monitoring consists mostly of a follow up of the reporting and of formal and informal contacts between the Co-ordinator and the head of units. The Monday Morning Meeting is the formalised part of the monitoring system. It necessitates some adjustment to be practical and useful.

Strategy to restore an efficient management for the PCU PACE

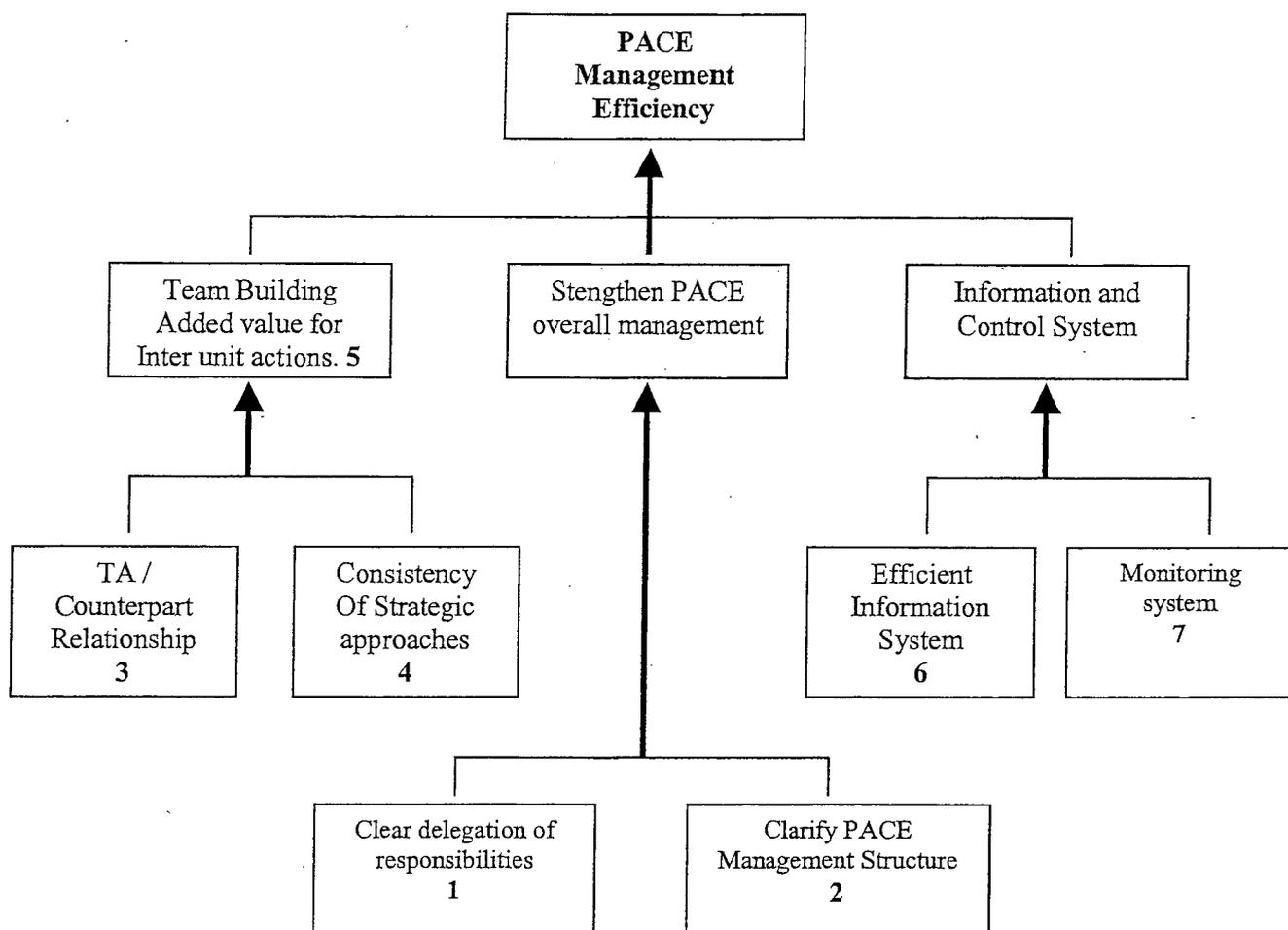
The strategy adopted to reinforce the PACE management efficiency is three folds:

- ◆ Strengthen management capacity at the Co-ordination level, giving confidence to the Co-ordinator by a clear cut responsibility delegation from the IBAR Direction, and assistance by a well selected Main TA with a major function of advisor.
- ◆ Develop at unit levels coherence of strategy and complementarity of actions of all units, through a team building process increasing inter-unit communications and developping capacity transfer to counterparts.
- ◆ Introduce an appropriate system of information to collect, treat, store and diffuse the relevant information, as complement of the actual reporting system, and develop a monitoring and control system to insure a better follow up of the unit activities.

Activities

The following logical frame gives an overview and explicit the coherence of the activity programme selected to reinforce the PACE management efficiency.

Overall programme to strengthen PACE management



1. To strengthen PACE overall management

- ◆ Recruitment of the main TA and of the Regional Co-ordinator for East Africa. These recruitments should be made with an important contribution of the Central Co-ordinator.
- ◆ Clarify PACE management structure:
 - ◆ PACE Co-ordinator is the Chief of Animal Health department of IBAR. There is no need to maintain an intermediary level between the Director of IBAR and the PACE Co-ordinator, and the integration of the PACE Co-ordination into the department of Animal Health will contribute to develop a stronger foundation of PACE into IBAR.
 - ◆ Clearly define the “common services” as a technical support structure or “technostructure”, providing technical support services to create new tools and

approaches and to provide backstopping assistance to operational units. This structure is working at country level throughout the regional co-ordinations, to execute programmes in coherence with the operational units;

- ◆ Subdivide the actual communication unit in two implementation bodies, one mostly concerned by institutional communication (to develop a PACE image to be broadcasted through media), the other concerned with operational communication at country level, establishing national core communication units;
- ◆ Progressive management integration of CAPE, financed by DFID, into PACE;
- ◆ Integration of the Laboratory expert, financed by IAEA, into the Epidemiological unit in Nairobi; he will then report directly to the main epidemiologist, and through him to the Co-ordinator;
- ◆ Integrate the Epidemiologist of the Sanitary Cordon, presently based in Chad, within the Co-ordination of W & C Africa.
- ◆ Obtain a clear and written delegation of responsibilities and authority from the IBAR Director, RAO of PACE, to the Central Co-ordinator; such delegation will precise and complete the current delegation given by the Work Programme and Cost Estimate n° 2 on using the imprest account. In cascade, develop written delegations of responsibilities for the regional Co-ordinators and for the Administrative Assistant.

2. To build a real team of persons sharing the same objectives and to develop value added inter unit actions

- ◆ Introduce a process designed to transfer smoothly responsibilities and authority from the TA to the Counterparts to give to the last a clear vision of his future within the PACE programme and in IBAR. A effort should be made to improve the Counterparts' motivation through a reward system linking bonus to effective performance and delivery.
- ◆ Notwithstanding useful creative activities within the units which should be encouraged, introduce a mechanism of inter-unit concertation to develop coherent strategic approaches before launching these approaches to countries. This to avoid the simultaneous display of mutually exclusive approaches to countries, factor of confusion.
- ◆ Develop exchanges between units to convince them to work together. Inter-unit forum on technical issues are already programmed on a monthly basis. A place of exchange such as a coffee machine site with an info - board to display everyone's programme is considered. Reform of the Monday Morning Meeting along with the adopted Monthly Updated Unit Activity Highlights (giving and harmonizing the monthly programme of each unit) widely diffused by the Bulletin (E-mail and hard copy) should focus on complementary actions between units and develop inter-unit activities (common missions). The by product of such common missions will be to create, at country level, the same process of team building and integration.

3. To upgrade the present information and monitoring system

- ◆ Integrate the PACE documentation within the IBAR documentation centre and create, with the contribution of the data management unit, a reference centre with open access to everybody. A workshop on documentation and reference centre management is planned.
- ◆ Feed the data management unit with relevant information issued from in country missions and from animal health country statistics. Each report should be completed with a compendium of actualised data and with an abstract of one page for a large diffusion (E-mail and Bulletin and then on web site).
- ◆ Prepare opening the PACE web site, first in deciding on web site host location which should be in IBAR, second in proceeding to web site preparation and third in opening immediately an open PACE discussion forum group in Yahoo!

Expected results

The overall return to the strengthening effort at PACE management level is a greater efficiency of the PACE programme and an organizational reinforcement of the OAU – IBAR institution in the field of animal health, production and marketing. Five more specific results are expected:

- ◆ Less confusion about responsibility attributions and a clearer chain of command within the PACE structure and the OAU – IBAR organization;
- ◆ A greater attention given by the Co-ordinator on strategic and organisational issues;
- ◆ A team of professionals who belong to PACE and share common values and objectives. A team working together to achieve a better outcome;
- ◆ A better access to useful, well structured information leading to a more efficient research development, information exchanges ,...
- ◆ A better image and a better perception of the image of PACE by other livestock and animal health projects.

Action Plan

Action	Initiative	Implement.
◆ Delegation of responsibilities from IBAR to the Central Co-ordinator	Co-ordinator 's proposal Director of IBAR' decision	01/2002
◆ Delegation of responsibilities from Central Co-ordinator to Regional Co-ordinators	Co-ord. W&CA proposal Central Co-ord. Decision	02/2002
◆ Clarification of PACE structure and responsibility distribution	Central Co-ordinator	01/2002
◆ Selection and recruitment of a Main AT, adviser of the PACE Co-ordinator	With Central Co-ordinator contribution	01/2002
◆ Give specific attribution and responsibilities to the Administrative Assistant	Central Co-ordinator	01/2002
◆ Selection and recruitment of the E.A. Co-ordinator	Central Co-ord. Contribut.	01/2002
◆ Suppress external interference in PACE management	Delegation EC	01/2002
◆ Proposed plan of transfer of functions and responsibilities to Counterpart (done in each concerned unit)	Each unit	03/2002
◆ Consistency of strategic approaches	Inter units and Co-ordinator	Permanent
◆ Inter-unit forum on technical issues (monthly)	Andy Cattley (CAPE)	01/2002
◆ Info - board at coffee place for general information on unit monthly programmes	Administrative Assistant	01/2002
◆ Monthly Updated Unit Activity Highlights	Charles Mwangi (on line) Then all units for implem.	02/2002
◆ Manual of procedures completed : ◆ Administrative procedures and guidelines ◆ Financial procedures ◆ Expenses and contracting obligation procedures	Administrative Assistant Financial controler Accountant and RAO	03/2002
◆ Reference centre and documentation centre in place	Documentation officer in IBAR and workshop	01/2002
◆ Each report completed by an abstract and a compendium of useful data	All units + processing by Dr Berhan Bedane	02/2002
◆ Creation of a PACE discussion forum group in Yahoo!	Dr Berhan Bedane	02/2002
◆ Unit monthly report based upon the monthly updated unit activity highlights	All units	02/2002
◆ Unit first quarterly report	All units	03/2002

2 Assessment of major organisational and managerial achievements

This chapter presents the main conclusions of the diagnosis conducted on the management organisation and efficiency of the Programme Co-ordination Unit of PACE. This diagnosis has been done according to an approach detailed in Annex 3, based upon interviews of all PCU staff from top to bottom. These interviews have been conducted at individual and at group levels using the matrix model of firm organisation as a remainder of essential points to discuss. They give as an outcome an evaluation of **the institutional capacity of the PCU**.

2.1 Institutional capacity of the PCU

2.1.1 Strengths and weaknesses of strategy leadership

The PACE leadership is suffering from a difficult beginning of the PACE programme due to external and internal factors such as the delay to recruit the full team of experts, the lack of details of the manual of procedures and the strict application of EC regulations not well understood by the new members of the PCU. The PACE leadership has had to develop from almost scratch, management procedures and tools without having in place a proper management unit.

The present Co-ordinator who is taking up progressively the full management responsibilities of PACE has good assets for the future. He is qualified in veterinary medicine, has a good understanding of the programme, is bilingual, and shows interest in management. Working in team with a good advisor (new main TA to come), he will be able to cope with the weakness of the present leadership.

The present PACE leadership needs to be strengthened. It should be more concerned with strategic planning and tactics (this part being taken into account by project orientations mostly conceived and decided with a strong contribution of external institutions). It should give clear directions to the units to build up and to implement their own programmes. To do that, it will be necessary to alleviate its workload consisting too much of day to day material problems. Until now there has not been enough well defined responsibility delegation to units and to the administrative staff.

The PACE leadership is weakened by three essential factors:

- ◆ The absence of key persons at two levels: at the top level, the Main TA who will be the management and technical advisor of the PACE Co-ordinator (temporary position

presently vacant but strongly needed to support the Co-ordinator), and also at the East African Co-ordination level where the post of Co-ordinator is still vacant and then is assumed by the PACE Co-ordinator (contributing to the overload of the position). The present condition makes it hard to the PACE Co-ordinator to cope with all his simultaneous responsibilities.

- ◆ The PACE Co-ordinator has no real well defined delegation of decision power from the Regional Authorising Officer who is the present Director of IBAR, although the WP/CE n° 2 suggests such delegation, this is not currently and systematically applied.
- ◆ The PACE management seems to be a collective affair which also concerns the Delegation of European Commission and the Advisory Committee (which is appointed for technical purposes).

The Ad hoc Steering Committee which has been created in April 2001, to help the PACE Co-ordinator to make coherent decisions involving the lead Delegation of EC has been too much involved in internal management. Its role should be reviewed according to specific needs from the PACE Co-ordination.

The PACE Co-ordinator is placed in a condition where he has little degree of freedom to develop a personal position and strategy in managing his programme. It is then very difficult for him to take initiatives and to make strong decisions without the permanent fear to be disapproved by the IBAR Director or by the Delegation of the European Commission.

2.1.2 Strengths and weaknesses of human resources

Most of the PACE staff is composed of highly graded and competent persons. Many are PhD. in their fields. It requires a lot of diplomacy and patience for the leadership to cope with so many highly qualified persons because they usually don't show either patience or tolerance.

There is a strong willingness for the operational units to work out their own programme regardless of other's. The TA, usually leader of his unit, knows that he will be evaluated according to the basic performances of his small team.

Training is part of the project objectives to build capacity of sustaining further implementations after the departure of the TA. Most of the training within each unit is in the line of the "learning by doing process". More formal training would not encounter the counterpart's approval since they are usually also well graded and qualified for their present jobs.

Relationships between TA and their Counterparts are complex and difficult, although most TA do not want to face it. Counterparts feel that they are considered and treated as sub standards. Difference of salary levels, of contract length and of access to cars are probably part of the answer. The other part is in the bad appreciation of relative positions of each person in the short and long runs; counterparts do not perceive well how they are going to take over a leading position in their fields within IBAR (four posts of Epidemiologist and socio economist are planned as permanent positions within IBAR). There is presently a tension within a few units about potential relationship problems between TA and their Counterparts. We recommend that this issue should be addressed as soon as possible to defuse the problem.

Problems of intercultural relationships are pending at two different levels. The language barriers is contributing to isolate people each in his own community. The technical barriers is reinforcing such a tendency. The fact that a majority of the veterinarians in Nairobi are English speaking people contributes to lessen the inter-unit exchanges.

Incentive and reward systems do not seem to exist as a leverage to improve performances. At the level of Counterparts and common services such as translation and secretarial works, there is a need for a clear system of rewarding based upon merits. The current bonus attribution is pending to the appraisal of the personnel by an outsider. The OAU staff appraisal system exists and should be operative within the PACE structure.

Three secretaries are working in the same office room. Their respective attributions are clear enough, but for the registration, classification and dispatching of the courier in and out and for the switchboard monitoring. One secretary is affected to the Co-ordinator, one is affected to the Epidemiologists and the third one to the other units. The direct link between the secretaries and the service users should be maintained, but the management of stress and conflicting issues at this level should be allocated to the Administrative Assistant instead of the Co-ordinator.

Finally, the stress to overcome project delays and also the lack of friendly exchange between communities are leading sometimes to unacceptable attitudes not respectful to individuals. They are examples at every level of the chain of commands of rude attitude of people against others. That situation has to be addressed soon and openly to recommend respect and friendliness.

2.1.3 Strengths and weaknesses of other core resources

The PCU of PACE is located within IBAR office on two stairs of a building well situated in centre Nairobi. This office is given as a courtesy of the Kenyan Government. It is well furnished and equipped with appropriate technical appliances.

The PACE office is becoming too small to accommodate all the personnel needed to launch and manage PACE operations. There is presently a strong need of more working places, many people being crowded in very small office rooms.

The PACE office is divided in three parts separated by the staircase. This simple division of the office, although it seems small, reinforces the barriers between services which should work together for better efficiency.

An efficient communication system has been created within the office. Presently it remains limited to telephone and E. mail exchanges between individuals. An intranet system should be installed before June 2002 as well as an internet web site to improve internal and external communications.

2.1.4 Strengths and weaknesses of process management

The process management is in the hand of highly competent persons, heads of the PACE units. They know perfectly well their work programmes and their terms of reference and they are wanting to go on as rapidly as possible to catch on the implementation delays. They are strongly wanting to appear productive and efficient from the EC point of view. They know perfectly well that their work will be evaluated mostly on the basis of quantitative indicators, so they give intuitively a sort of priority to tasks with such indicators.

As a consequence, time spent in training and in inter unit exchanges are generally considered as being counter productive, even so everybody accepts that there are strong potential added values to inter disciplinary works; but it takes time and the time seems to be the limiting factor. Although a weekly Monday morning meeting is held between unit leaders, this meeting does not help to create a team spirit and team programmes, because it is generally used by the unit leaders to justify their own programmes regardless of other's.

Limited internal communications between units make each group working separately, each one on its own track. In the long run it is going to endanger the process of programme

sustainability. But it has also considerable effects on the present efficiency of PCU to implement the PACE programme at country level.

- ◆ PCU's missions to the countries are almost always separate unit missions. Very few missions are organised as teams of interdisciplinary advisors. PACE country leaders are complaining of the lack of team missions with a whole complete standard format of operations, helping to give coherence to their own country programmes. The succession of individual missions ignoring each others contributes to diffuse, at country level, a bad image of the PCU co-ordination.
- ◆ To gain in coherence, the PCU has to be careful that it should give, at country level and in international seminars, one and only one common view of the strategic approach to fight animal diseases on important point such as legislation and privatisation. There should be an early reconciliation between different strategies to make sure that it will not develop into confusion at country level and blemish the PACE image at international meetings.

2.1.5 Strengths and weaknesses of information and communication systems

The communication unit has been much affected by the recent change of TA. The new TA (with only one month presence in the institution), along with his Counterpart, is in the process of designing ways to promote communication and exchange in and out of the PACE office.

Internal communications between units are insufficient to develop in the PACE Co-ordination a shared corporate identity (the sense of belonging to a team). Although intra E. mail facilities are installed and permits extensive electronic exchanges between people, real contacts between purely technical units and other units are very limited. As a consequence, the technical staffs are not aware of the usefulness of communication and economic work to fulfil their own objectives and few complementary actions are devised at regional and at state levels.

An intranet communication system is in preparation. It will be operational within six months and will help then to develop more advanced communication links between PCU units.

A Web site internet is also in preparation to spread a better image of PACE around the world. For specific reasons, this site cannot be operational before June 2002. There is also the question of where this web site should be hosted. The OAU web site, IBAR or even

PACE could host this site. This point should be addressed to the OAU authorities given the political implications of such a choice.

There is a need of a reference centre or a documentation centre with a proper and active information management linked to computer. But the storage and working spaces for such centre are not provided and the qualified personnel not available to hold the position. Something should be worked out in relation with the IBAR's documentation centre located nearby. First contacts were made with the documentation staff of IBAR with positive results. This common service to PACE and IBAR will contribute to a progressive and effective integration of both institutions.

2.2 Capacity to establish good working relationships with the W & C African Co-ordination in Bamako

2.2.1 Present structure and organisation

The regional co-ordination for West and Central Africa in Bamako is reporting to the PACE PCU of Nairobi. The type of relation between Bamako and Nairobi, inherited from PARC, is more a question of concertation and adjustment than a question of authority, but for the Work Programme and Project Budget for which the format imposed by Nairobi have to be used.

Although no formal delegation of responsibilities has been defined between Nairobi and Bamako, Bamako benefits de facto of a very wide delegation of power. Within budget specification, Bamako has a reasonably free hand to develop and apply the work programme elaborated in relation with the central Co-ordination. But whenever an urgent and useful action, with financial implication not specified in the current budget, has to be launched, there is difficulty to obtain the necessary authorisation.

The Bamako co-ordination is sending to Nairobi, at the end of each month, the detailed work programme of the country missions organised for the following month. As well, each mission report is sent to Nairobi for information and comments. Until now, this remains a one way communication exchange with no formal feedback from the PACE Co-ordination.

The monitoring of PCU Nairobi on Bamako activities is very light, since no formal feedback is given until now to detailed monthly programmes or to mission reports. A few common workshops were organised between the two co-ordinations to develop a common vision and a proper strategy on important issues. This work of concertation did not go far enough since there remains differences of concepts between Bamako and Nairobi on the

way to work in relation with the countries. Bamako being more concerned with the concept of sustainability giving more pre-eminence to local capacity building and to network monitoring, although this approach can be considered as time consuming and less effective in the short run. Nevertheless, The Co-ordination team in Bamako is almost exclusively composed of TA, without Counterparts; that point weakens sensibly the long term vision of what should become of that co-ordination in the future (in term of sustainability).

There has been in the past important decisions made by the Regional Co-ordination of Bamako without consulting the Central Co-ordination, such as the recruitment of the TA in Epidemiology (letter of mission signed between the French Co-operation and the Regional Co-ordinator). Such decisions should at least be confirmed by the Central Co-ordination.

2.2.2 Strategy and leadership

The leadership of the PCU Nairobi is relatively slight from Bamako's point of view. The first reason being that the distance between Bamako and Nairobi is important and means of communication not so easy. Another reason is that the PACE programme in East Africa has been delayed at the beginning of its implementation for different reasons such as the delay in constituting a complete team of intervention. It was then normal to concentrate current activities on that region.

From Bamako's point of view, there is a need for stronger leadership, to develop a long term vision of PACE (10 years at least), to give more coherence to the strategic approaches for the development of epidemio-surveillance in Africa and to adopt a common set of advice to legislation and privatisation requisites.

East Africa and West and Central Africa are not alike in term of cattle breeding. As a consequence the tactical approach to the livestock holders will have to remain different to get better results and long term sustainability. A certain degree of freedom should then be left to the West African organisation. Nevertheless, such an autonomy should be clearly defined in writing, and important issues in strategy and tactics should be correctly addressed by a large concertation leading to a clear arbitration of PACE central organisation.

To obtain a higher level of efficiency at global level, common tools will have to be developed such as a good system of information (which does not exist neither in Bamako nor in Nairobi) a good system of documentation and reference (reference on the web for a common use), a coherent strategy on essential issues in technical and legislative fields.

2.2.3 Human resources

The team in Bamako is mostly composed of TA (except the Co-ordinator and local administrative services). This seems to indicate that such a co-ordination is considered to exist on a limited span of time (2 to 5 years) and should disappear thereafter, when western and Central African countries could take care of themselves, to control animal diseases, under supervision of a unique PACE Co-ordination in Nairobi. But that issue has never been really addressed and the question remains open so far about the permanence of the Co-ordination of Bamako (with budgetary implication in the short and long runs).

The team of Bamako is small. It is composed of three experts and an accountant under supervision of the Co-ordinator. The Epidemiologists as well as the Communication Specialist have a very heavy workload on 20 countries. There is a need to expand the team, introducing counterparts to even the work distribution and to provide for sustainability. In the process of expansion of the Bamako team, we propose that the Counterparts should be selected through a process involving the team itself, to gain in efficiency. There could be much gain in adjoining English speaking counterparts to the present, exclusively French speaking team. Counterparts from Nairobi could be taken into consideration for a move to Bamako to establish a better equilibrium of human resource distribution.

Furthermore, the Bamako team cannot respond to regional needs in economic consultancy and training nor in legislation and privatisation.

Present training efforts made from the team of experts in Bamako are only directed to country co-ordinations of the PACE programme.

2.2.4 Process management

Problem solving and decision making are managed separately in Bamako and in Nairobi. When an expert from Nairobi has to be mobilised to help solving an important problem in West or Central Africa, the Co-ordinator of Bamako would take first an informal contact with the expert to know when he could be available, and then only, he will refer to the Co-ordinator of Nairobi to let him know about the arrangement. This way of doing is less time consuming and give good results.

Communications between Nairobi and Bamako have been improving for the last six months. Nevertheless there is still progress to make in way of organising meetings and planning working sessions. From the Bamako 's team point of view, meetings and sessions

are not planned by Nairobi long enough in advance. A session planned with only a week notice contributes to disorganising a monthly programme.

There is also a complaint from Bamako about the fact that Nairobi does not communicate the monthly programme of its experts' missions to Bamako (although the reverse is done on a regular basis). This lack of communication contributes to unfortunate situations where missions of experts from both, Bamako and Nairobi co-ordinations, will go to the same country, at less than one week interval, putting a strong strain on local people and mostly on the local Co-ordinator. Something has to be done to avoid single expert missions coming one after the other in each country without consideration of workload and complementarity at local level.

Effort is made in Bamako to improve mission reporting to facilitate the diffusion and the management of collected information. Diffusion of expert reports at country level to inform the local authority of current progress is useful. The actual treatment which is made of these reports in Bamako and Nairobi's co-ordinations is far less useful. These reports are seldom read by anyone and no commentary is never sent to their authors. Registration and classification at regional co-ordination levels should be improved and furthermore, systematic treatment of the useful part of the information should be made to feed the data bases. Suggestions are made that in addition to each report, for the experts to provide a one page synthesis concentrating important data. That page should benefit of a larger diffusion and of a specific treatment by the data management unit for further collective use of the information. The detailed report should be referenced and put on file to be of further use if requested.

Conception and creation of a common management information system which should be operational on the future PACE web site require a strong concertation between Nairobi and Bamako's co-ordination.

Monitoring and current control of activities is not required in Bamako since the team is small and composed of experts strongly willing to progress according to their own TOR and programmes. There is also no real monitoring of the team of Bamako by the Nairobi's co-ordination, although Nairobi is receiving their monthly programmes and their reports.

Exchanges and harmonisation of techniques between Nairobi and Bamako has been started through common working sessions. Nevertheless the process has never been completed because of a lack of arbitration. The general concertation is good, teams are exchanging on their relative positions but there is a need, at the end, to arrive at a reconciled solution on the most important issues: strategy, mission organisation, information system,...

2.2.5 Institutional linkages between Nairobi and Bamako co-ordinations

Institutional linkages between the Central and the Regional Co-ordination will have to be reinforced for two reasons well understood by both the Central and the Regional Co-ordinators. There is nothing to gain in developing a more autonomous regional co-ordination and both Co-ordinators are strongly willing to maintain and develop their co-operation for the following reasons :

- There is no way to develop a dynamic of fighting animal diseases in West and Central Africa without the political facilitating contribution from OAU and then from IBAR.
- An autonomous institution of PACE co-ordinated by Bamako, if it was accepted, would have to establish links with IBAR through an overall PACE co-ordination, to exchange information and to co-ordinate means of actions on the fields, confirming the actual overall organisation.

Present communications between the two co-ordinations should be improved and that requires an effort from both parties. The West and Central African Co-ordination should contribute to clarify its position relative to the PACE Co-ordination on important issues such as the one related to the status and contracts of its personnel. The PACE Co-ordination should develop with the Bamako team common programmes and widen the exchange of informations on technical and operational subjects (feedback on work programmes and reports). The creation of the web site in IBAR, adding facility and practicality to the exchanges of information, will contribute to a better efficiency of both regional co-ordination, developing complementary actions and obtaining at the end a better global outcome.

The West and Central Africa PACE Co-ordination is asking for more effort of coherence between co-ordination leading to strong arbitrations, on technical issues as well as on information and communication issues, in order to gain in efficiency from a better integration of work processes and to facilitate future co-operation between African regions.

3 Constraints and bottlenecks

A rapid diagnosis of the management organisation of PCU permits an identification of the main constraints and bottlenecks which affect the short and long run efficiency of the institution. The most important problems are:

Structural and organisational

- ◆ Confusion about the distribution of PACE management responsibilities between the IBAR's Director and the PACE Co-ordinator. It is a problem of clear and effective power and responsibility delegations within the IBAR structure.
- ◆ Absence of clear-cut delegation of responsibilities from the PACE Co-ordinator to the regional Co-ordinators (W & C A and E A), to the heads of units and to the Administrative Assistant.

Personnel organisation

- ◆ Main Technical Assistant post and East Africa Co-ordination post still to be granted to relieve the PACE Co-ordinator of a too big workload.
- ◆ Relationships between the TA and their Counterparts are sometimes difficult, often frustrating (both sides) and generally not structured in the short and long runs. It may lead to isolate attitudes which are both bad for capacity transfer and sustainability.

Mission programme and co-ordination

- ◆ Work plan and missions of the central co-ordination experts often programmed and imposed on country co-ordination on short notice, without diffusion to other regional co-ordination in view of launching collective and complementary actions. Need of a better management of in country missions between regional co-ordinations and also country co-ordinations, insisting on the fundamental objective of these missions: to implement locally the PACE programme through information and training operations.
- ◆ Strong differences of approaches persist on important strategic issues. Multiple working sessions and discussion are contributing to some kind of harmonisation. But the lack of a strong arbitration may contribute to the pursuit of alternative not harmonized strategies at country levels.

Information system and communication

- ◆ Weak internal communications within the PCU - PACE structure with the following consequences: no genuine team building leading to a shared corporate identity and no value added inter-unit work complementarity.
- ◆ Information system based almost exclusively upon reporting, with little value added to build up a really useful data base system and to improve the current Geographic Information System. A better contribution of the reporting to these information tools should be devised.
- ◆ Poor registration and filing system for in and out electronic and hard mails.
- ◆ Absence of a reference centre and documentation centre.
- ◆ Poor central monitoring system limiting the overall vision and control of the multiple actions launched at unit levels.

4 Specific points to be addressed in the mid-term review

The mid term review should not focus essentially on performance in term of quantitative implementation based upon easy to develop indicators. It should also take very much into consideration progress made in capacity transfer to counterparts and to country leaders.

A specific investigation should also be conducted about the actual position of the Counterpart relative to the TA and the split of unit responsibilities between them. A dynamic should be started to encourage the TA to develop a way to transfer progressively the management of the unit tasks to his Counterpart, giving him more en more initiative.

The counterpart contract should be reviewed to alleviate the existing discrepancy of treatment with the TA. Consideration should be attached to the subject to reduce the frustrating effect of a double standard treatment and to obtain a better concern of everybody to the realisation of PACE objectives.

Complementary actions and team missions should be given double weight in appreciating the performance of units and individuals. They are not providing fast return (poor short term outcomes) but they are really bringing in capacity building and sustainability for the long run.

5 Suggestions and recommendations about concrete corrective measures

Concrete corrective measures have been elaborated in multiple work sessions in close relation with the concerned parties. The mode of expression used in this report is still influenced by the way the work sessions were conducted. It gives a better place to logical graph schemes and figures.

The fact that all the PACE staff contributed to the following ideas of progress should make easier their implementations. For most of the actions to be taken, a specific monitor has been designated among the participants to take specific initiatives to implement actions. The willingness showed by all to contribute to the development of new management tools testifies of the real interest of the PACE staff to correct, as rapidly as possible, the present management situation.

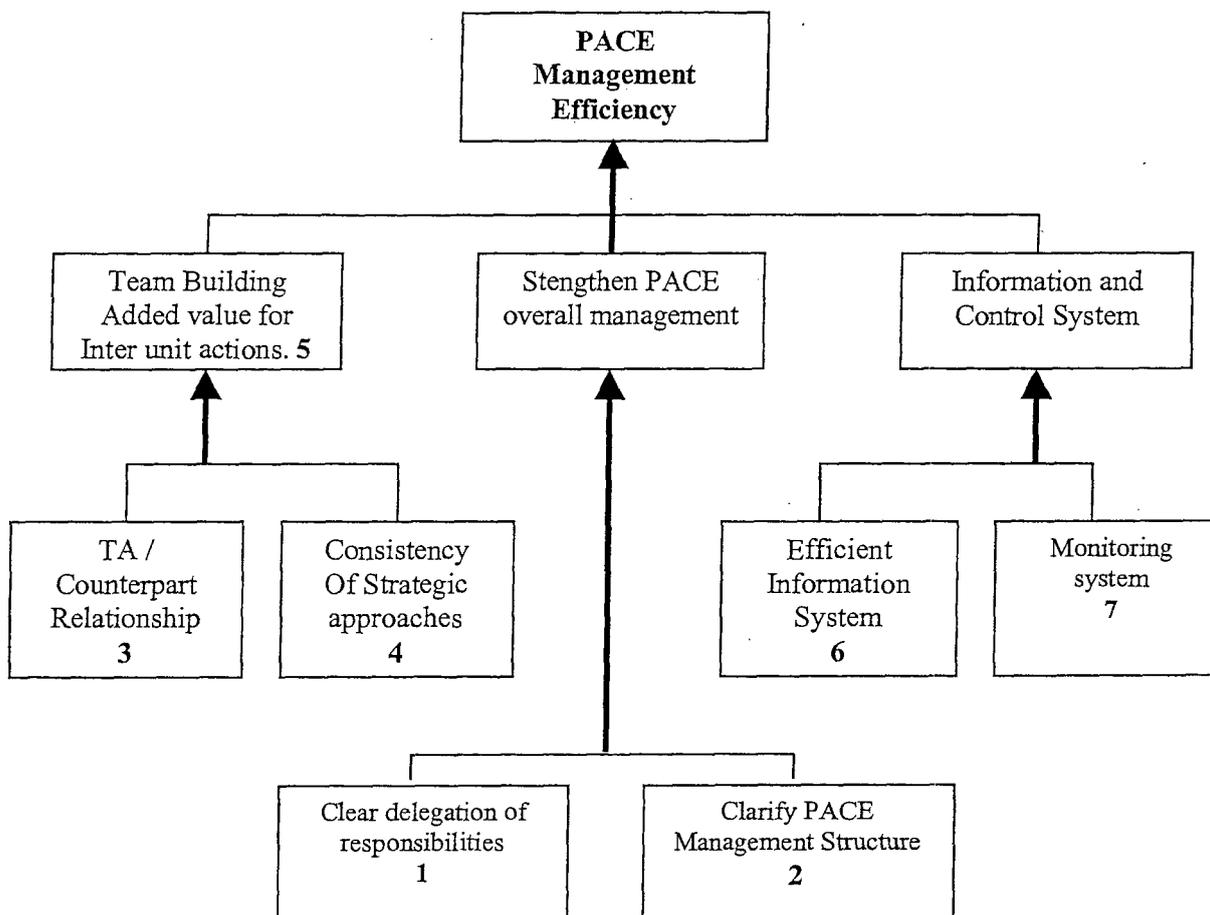
5.1 Overall programme to strengthen PACE management

The overall programme to strengthen PACE management is presented in table 1. It shows in a logical graph how the main actions selected to bring more efficiency in the whole organisation are interrelated and dependant of one another. All actions should be launched in the short run; none requires scarce resources; but they should be managed in a coherent manner to obtain a better result. The numbers, from 1 to 7 give an indication of the order of prevalence to be used in launching actions.

Each part of the programme will be presented separately with relevant indications about their implementations.

Table 1

Overall programme to strengthen PACE management



5.2 Actions to strengthen PACE overall management

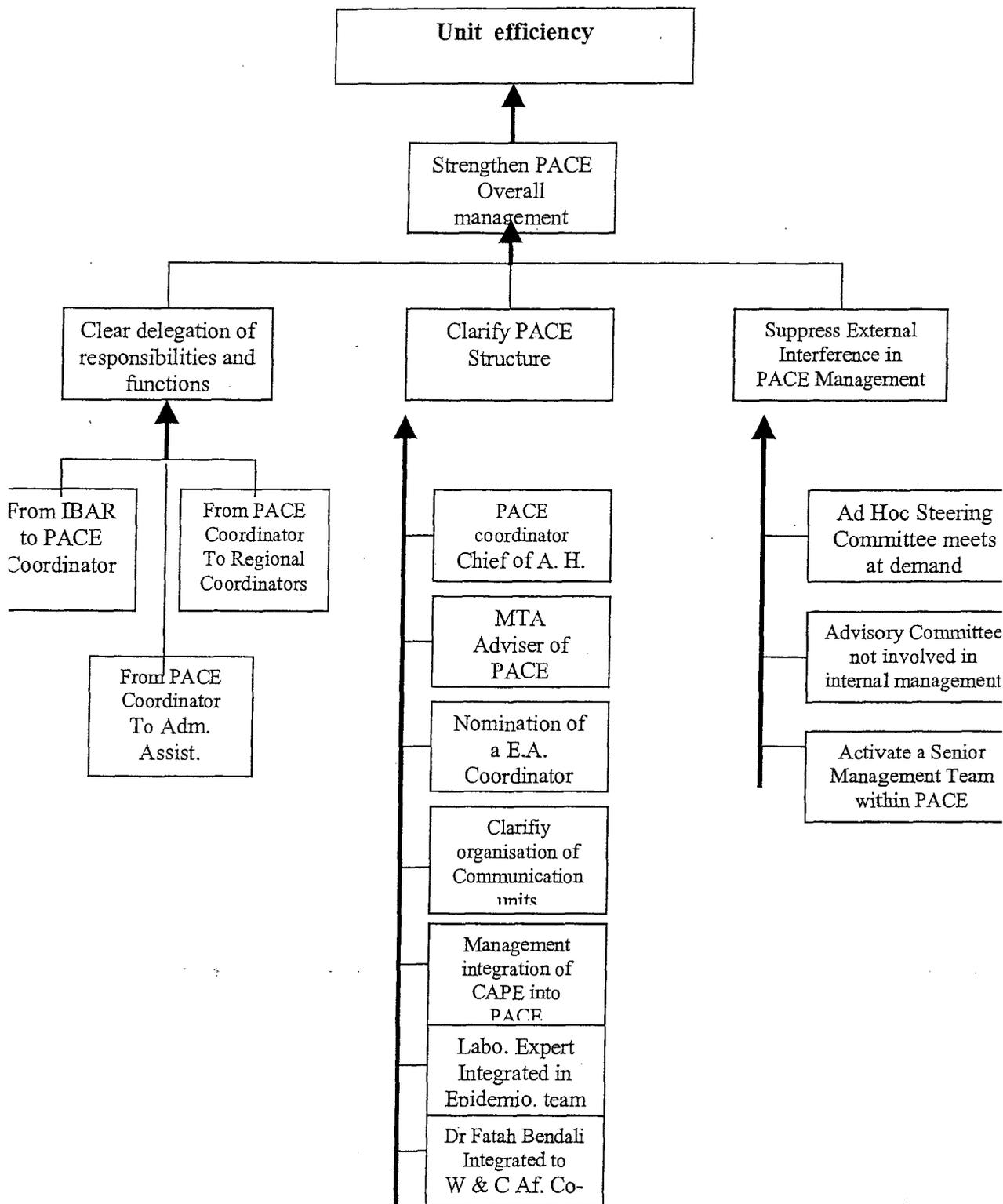
These actions propose to correct two essential defects of the actual management organisation: the absence of a clear delegation of responsibilities within the present structure and the lack of precision of functions and responsibilities given to actual staffs of PACE.

5.2.1 Scheme of action programme

Table 2 presents the logical graph of actions to be conducted to strengthen the PACE overall management to improve unit efficiency (as an overall objective).

Table 2

Strengthen PACE overall management



5.2.2 Delegation of responsibilities

Details of activities

Delegation of responsibilities from the Director of IBAR to the PACE Co-ordinator

Delegation of responsibilities and authority from the Director of IBAR to the PACE Co-ordinator should be clearly defined by a memorandum of understanding (a contract between them) giving more initiative to the internal management of the PACE programme and in return, providing the IBAR Director with a regular report on the work done, current situation and problems (if any). An important part of this delegation is defined by the second work plan and cost estimate which give authority to the Co-ordinator to engage expenses within limits from the imprest account. For different reasons, this delegation of responsibilities has not been fully applied until now and may contribute to rise difficulties between the RAO and the Co-ordinator on respective attributions.

A formal and written delegation of responsibilities and power from the IBAR Director to the PACE Co-ordinator should not contribute to delete the overall IBAR authority and responsibility on the PACE programme. The Director of IBAR will still have authority and responsibility of Regional Authorising Officer and the formal delegation will only displace the executive function to the Co-ordinator with the obligation for him to report and guaranty, on a monthly basis (for example), that everything is going on according to the agreed programme, with full respect of regulations.

Delegation of responsibilities and a better definition of functions attributed from the PACE Co-ordinator to the W & C. A. Co-ordinator and the E. A. Co-ordinator (when nominated).

Delegation of responsibilities will mostly confirm in writing the present relative autonomy of the W & C African Co-ordination. It will mostly be concerned by the programme preparation (should be confirmed by Central Co-ordination for global coherence), the programme of implementation in the region and a real co-ordination on the W and C Africa of all missions country oriented (including backstopping missions launched from Nairobi).

Dr. Diop, PACE Co-ordinator of W & C Africa will propose a draft contract of responsibility delegation to the PACE Central Co-ordination. The PACE Central Co-ordination will respond giving the specific conditions of such delegation, asking for an appropriate monitoring to follow up progress at Regional Co-ordination levels.

Such a delegation appears superfluous within the present organisation where responsibilities are taken at different levels without much friction. This is presently possible because of a good relationship between co-ordinators. It will become necessary if the leading positions are shifted to people of different background and culture. It is also strongly recommended to establish well specified and workable relationships between the Central Co-ordination and the E.A. Regional Co-ordinator (to be recruited) because of the closeness of installations.

There could be a recommendation to displace the E.A. Co-ordination team from the actually crowded office in Nairobi to a small office not too far away from the present situation through an exchange with the CAPE project.

Delegation of responsibilities to the Administrative Assistant to help improving the administrative services on the following points:

- ◆ To create a central courier registration and file for in and out documents, to be attributed to the Co-ordinator's secretary, and to promote a courier (in) dispatching to the proper destination.
- ◆ To obtain a better management of the switchboard before its future transfer to a common service in IBAR.
- ◆ To help the secretaries and the translator to manage their workloads (in direct contact with their respective groups of users) and to contribute solving problems arising from competitive work demands.
- ◆ To intervene whenever should arise a dispute about the quality or the timing of services provided.
- ◆ To monitor the secretarial and translation services for better outcomes.

5.2.3 Structural adjustments

The PACE organisation diagram should be adjusted according to the following propositions:

- ◆ PACE Co-ordinator and Chief of Animal Health should be reunited into one position;
- ◆ The Main Technical Assistant should be designated as Adviser to the PACE Co-ordinator, his current selection and recruitment should involve deeply the Central Co-ordinator;
- ◆ The post of E.A. Co-ordinator should be filled as soon as possible;
- ◆ A post of institutional communication should be created to prepare and give to outside observers a better image and comprehension of what PACE is doing in Africa. Dr Francis Inganji could take the position, leaving Andrea Gros and Danielle Gregoire operating as Communication specialist in Nairobi and Bamako, to organise operational communication systems in Countries on the basis of an balanced co-

ordination. Daniel Gregoire agreed to define the terms of reference of the new position of the institutional communication expert (Dr Francis Inganji) and to develop with Mrs Gros an understanding for a common programme of actions (provided in writing form to the Central Co-ordinator).

- ◆ Provided these propositions are accepted, the organisation diagram of PACE would become as presented in the table 3.

A better management integration of CAPE into PACE co-ordination:

- ◆ CAPE is now considered as a complete unit in PACE co-ordination of Nairobi. CAPE is working in close relationship with the Legislative and Privatisation Unit and the Economic Unit because of evident overlapping subsets of activities which need coherent strategies and actions.
- ◆ Presently, CAPE team is split into two office sites in Nairobi, one being part of PACE office. The reunification (at least partial) of the CAPE team within the PACE building could be done through an exchange of office space, to install the future fully staffed E.A. Co-ordination team apart from the Central Co-ordination.
- ◆ Administrative services of CAPE and PACE are working together. The first reporting to the second. Such co-operation should lead toward a progressive integration of administration activities and processes.

Clarify roles and responsibilities of the “technostructure” or “technical support services”

The technostructure is composed of highly competent experts working in small teams with a wide array of tasks. Their principal functions are:

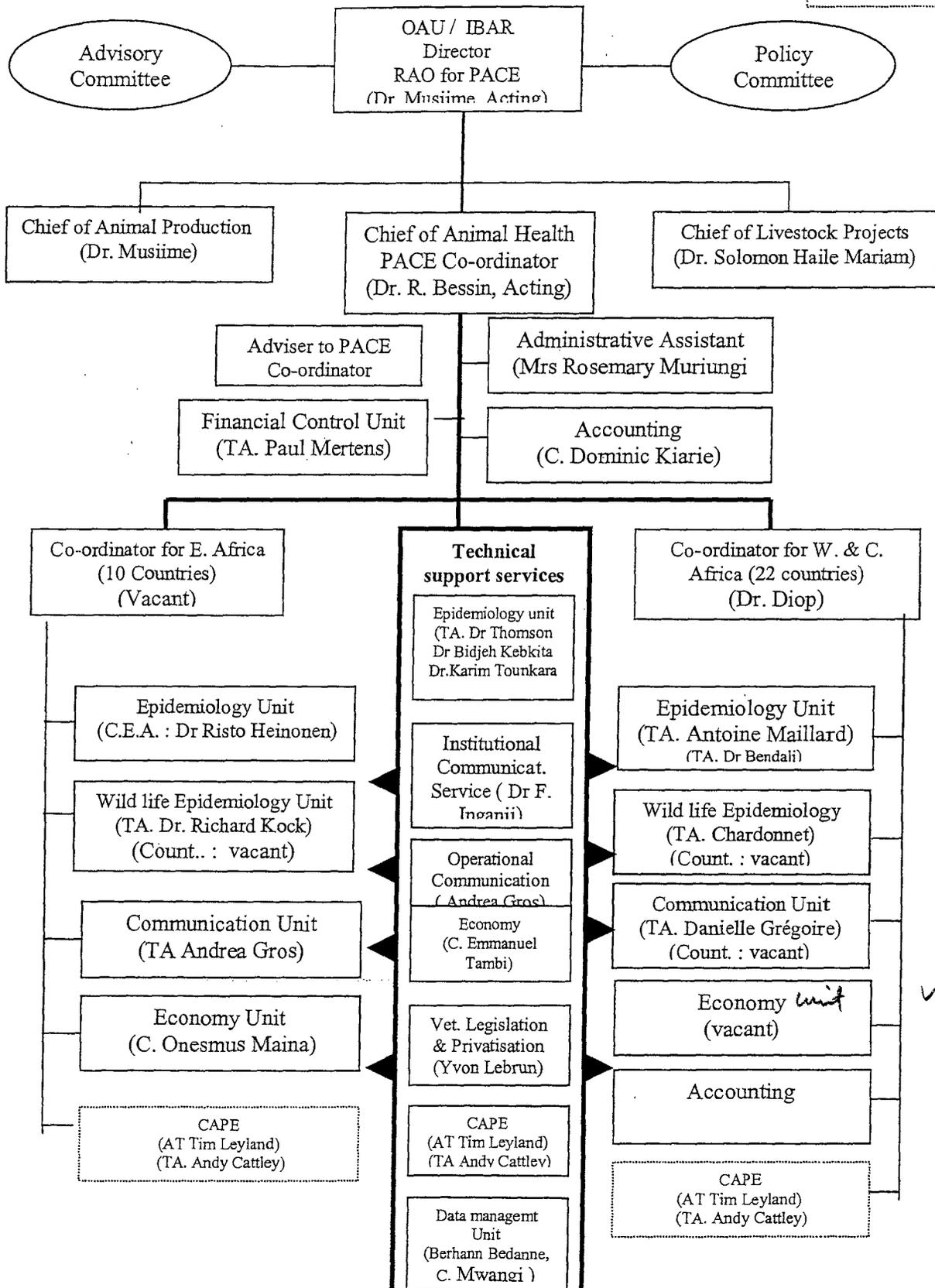
- ◆ Conceive appropriate approaches and tools in relation with the operational units in regional co-ordination to improve and harmonise the current standard ;
- ◆ Provide backstopping services to operational units at regional and / or national levels;
- ◆ Respond to demands from operational units (W.C.A. or E.A.) for specific helps to improve PACE programme implementation.
- ◆ Control performances in the field according to qualitative and quantitative criteria.

The Technical Support Structure teams are not positioned on the chain of commands. They work under the central Co-ordinator’s authority and organise their works in W.C.A. and E.A. through programmes developed in relation with the regional co-ordinations.

Table 3.

Scheme of the organisation diagram of PACE

OIE African Representa. (Dr Sidibe)



5.2.4 Suppress external interference to PACE Management

The Ad hoc Steering Committee meetings should be less frequent:

This committee was useful to promote the PACE programme during critical periods (from April 2001) mostly at the demand of the Main Technical Assistant, to overcome problems within the PACE structure and in relation with the Lead Delegation. Its interest is weaker now that the situation is clarified and the procedures are well assimilated by the staff.

Interference of strong external influence on management decision making within the project is contributing to weakening the person in charge. We advise that this committee should not meet on a regular schedule, but to solve pending co-ordination problems between the Central Co-ordination and the E.C. Delegation, if such problems arise.

Discourage the Advisory Committee to address internal management problems

Since this committee is constituted of scientists, it is not advisable to ask from them an effective contribution to solving management problems.

Reactivate the Senior Management Team within PACE

The Senior management Team was contributing in the past to bring support to the Co-ordinator in preparing management decisions. Since the departure of the Main Technical Assistant, the team has not met. The recruitment of the new MTA should restore the team's activities.

The Senior Management Team is constituted of the Co-ordinator, the MTA, the Financial Controller and the Administrative Assistant. It should meet on a regular schedule, on a weekly basis and more often according to the Co-ordinator's needs.

5.2.5 Expected results of the actions to strengthen PACE Overall Management

There are four expected results :

- ◆ Well defined attributions and responsibilities to the Co-ordinator leading to a larger autonomy of action contributing to strengthen confidence and ability to manage the PACE programme;

- ◆ Workload of the Co-ordinator alleviated on subsidiary tasks such as administrative and procedural tasks where the Administrative Assistant can take full responsibility, organising administrative services and taking care of logistics. This will leave more time to the Co-ordinator to address strategic and organisational issues;
- ▶ Less potential tension and dispute between regional and central co-ordinations and a better coherence in the work done by all experts at country level to launch the PACE programme;
- ▶ The experts are well integrated in small teams with well specified post descriptions and programmes. They are in better conditions to contribute more efficiently to implementing the PACE programme.

.3 Team building and added value for inter unit actions

our important issues were discussed in working sessions, each one concerned with the ways units are presently working in PCU PACE. The general symptom is that each expert of its unit is strongly dedicated to realise his own work programme according to his terms of reference and the yearly work programme definition. Each one knows he is going to be evaluated according to the work done and to the level of performance shown by indicators. Each unit reacts as a team which has to do a big job over a specified span of time. The exchanges between units are very small, although individual consider that there should be complementarity and value added to such exchanges.

The four issues are as follows:

Lack of internal communication in PCU PACE, between units:

Internal communications between units are insufficient to develop in the PACE Co-ordination of Nairobi a shared corporate identity (the sense of belonging to a team). Although intra E. mail facilities are installed and permits extensive electronic exchanges between people, real contacts between purely technical units and other units are very limited. As a consequence, technical staffs are not aware of the usefulness of communication and economic units' contributions to fulfil their own objectives and few complementary actions are devised at regional and at country levels.

An intranet communication system is in preparation. It will be operational within six months and will help then to develop more advanced communication links between PCU.

Web site internet is also in preparation to spread a better image of PACE around the world. For specific reasons, this site cannot be operational before June 2002. There is also

the question of where this internet site should be hosted. The OAU web site, IBAR or even PACE could host this site. This point should be addressed to the OAU authorities given the political implications of such a choice.

There is a need of a reference centre and of a documentation centre with a proper and active information management linked to computer. But the storage and working spaces for such centre are not provided and the qualified personnel not available to hold the position. May be something should be worked out in relation with the IBAR documentation centre located nearby.

◆ **Latent relational problem between TA and their counterparts.**

Presently the TA have a role of leader in most units. Counterparts are contributing to the common workload implementation.

Training of counterparts by the TA is not formalised. It is generally understood that the training should be provided through a learning by doing process. Many counterparts, having equivalent qualification with their TA, would not accept formal training sessions.

From the Counterparts' point of view, no vision is given to them as to their future in PACE for the following reasons:

- Counterparts are generally recruited by the institution of IBAR with a one year contract; ✓
- Although for each of them it is clear that, at the end of the present project, they should take over the leadership in the units, there is no process well defined to that end, and they expect (and maybe fear) the TA will have a renewed contract;
- Absence of process of transferring leadership and responsibilities to the counterpart contribute to a static attitude from everyone. The workload between TA and counterpart is then distributed according to respective experiences on a permanent basis; each one specialising in routine activities, limiting knowledge transfer.

◆ **Disputes on strategic approaches between different units.**

The chance of PACE is to regroup experts with different cultures, backgrounds and experiences to build up and implement efficient strategies of running out animal diseases from Africa. But the lack of communication within PACE for units presenting overlapping subsets of common interest, may lead to building up mutually exclusive strategies or non consistent approaches to implementing country programmes.

There has been in the recent past some kind of misunderstanding about ways to develop networks and approaches to use them in West Africa, between the Main Epidemiologist in Nairobi and the Epidemiologist in Bamako. This has been resolved with the contribution of a third party. There is still presently differences of approaches between CAPE and the

legislation and Privatisation unit about the legal position of paravet networks in specific countries.

These disputes between units on strategic approaches can be very constructive, leading to better solutions, if they are correctly managed. If not, they can be very harmful to PACE image and effectiveness of implementation at country levels.

► **Absence of consciousness of individuals to belong to a team**

Individuals are not really concerned with PACE out of their work programmes. They don't feel any kind of PACE identity. Because they are coming from different cultures and origins, it makes it more difficult to melt into a PACE group and feel at home in this institution.

The office organisation in three floors contribute to unit isolation. Micro teams are developing with strong barriers against interference of others.

Tense relationship between certain technical staffs and administrative and logistic personnels leads to misunderstanding, fear and hatred. Something has to be done to improve the standard of interpersonal respect, and friendliness between people within the CU PACE organisation.

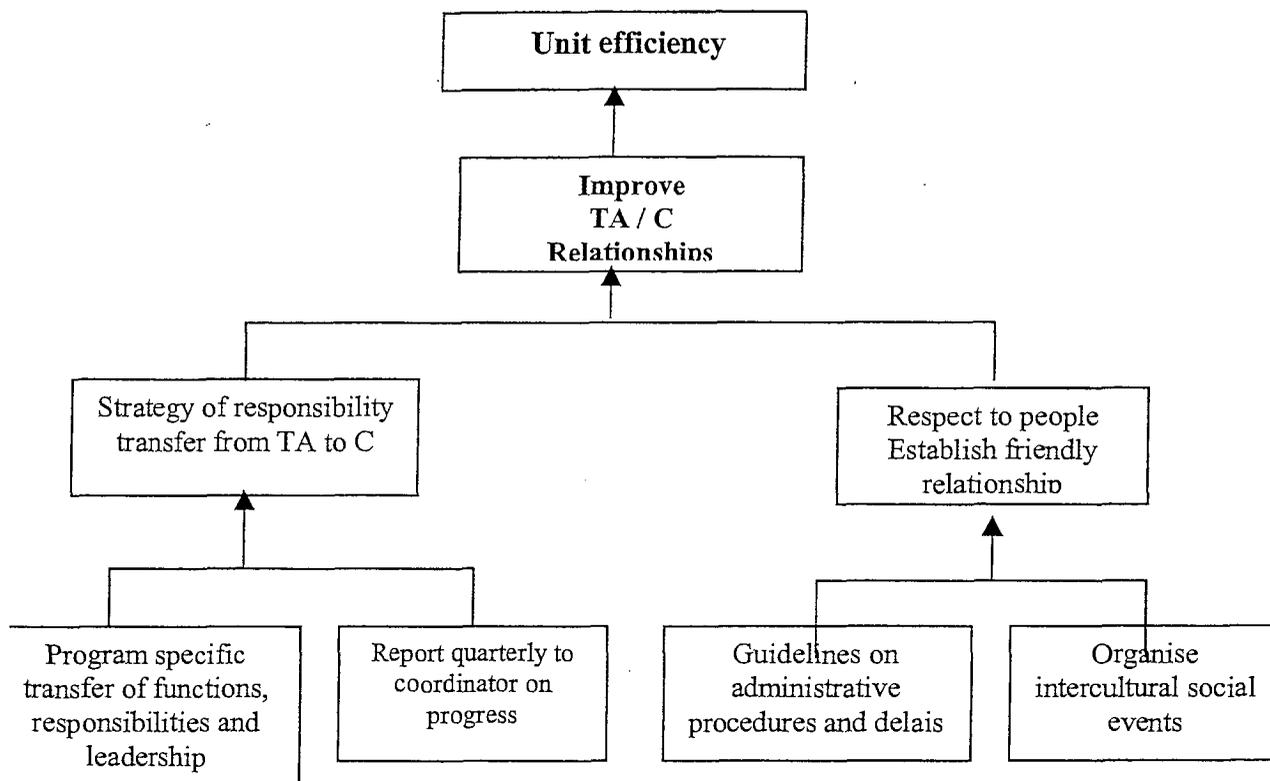
3.1 TA / Counterpart responsibility transfer and friendly relationship between people

The overall objective is to achieve a higher level of efficiency at the unit levels and at the PACE level.

As it is shown in the table 4, a good strategy of responsibility transfer from the TA to the counterparts and a better respect between individuals can contribute to improve sensibly the general disposition of people to their job with a positive effect on project outcomes.

Table 4.

Improve relationship between TA and Counterparts



Responsibility transfer	Friendly relationships
<p>To build up a satisfactory background for responsibility transfer, the counterpart status should be reviewed to alleviate the existing discrepancy with the TA status.</p> <p>At Co-ordination level, with contribution of each team unit, develop a strategy to transfer progressively all TA responsibilities to permanent Counterparts.</p> <p>At team unit level, develop a concrete three step programme to transfer functions, responsibilities and leadership.</p>	<p>A guideline on administrative procedures and delays is in preparation by the Administrative Assistant for a better understanding of external administrative constraints.</p> <p>More frequent informal contacts between individual should be encouraged and even made compulsory.</p> <p>Frequent visits to people in office hours should be considered as positive. The Co-ordinator should make a round visit to all member of the PCU at least once a week.</p>
<p>Three steps programme:</p> <ul style="list-style-type: none"> 1st step: TA leader and organise a common work programme and training sessions. 2nd step: TA or Count. Leader and distribution of concrete responsibilities. 3rd step: Counterpart leader. TA adviser and help doing part of the job. <p>quarterly reporting (common to TA and Counterpart)</p> <p>the PACE Co-ordinator to show progresses and identify further constraints to be addressed.</p>	<p>Social events :</p> <ul style="list-style-type: none"> - Anniversary or other valuable occasions should be taken for a short soft drink session in the office. - Group picnic could be as well organised at specific occasions.
<p>ACE Co-ordinator promotes and monitors the approach</p>	<p>Administrative Assistant to promote and manage events.</p>

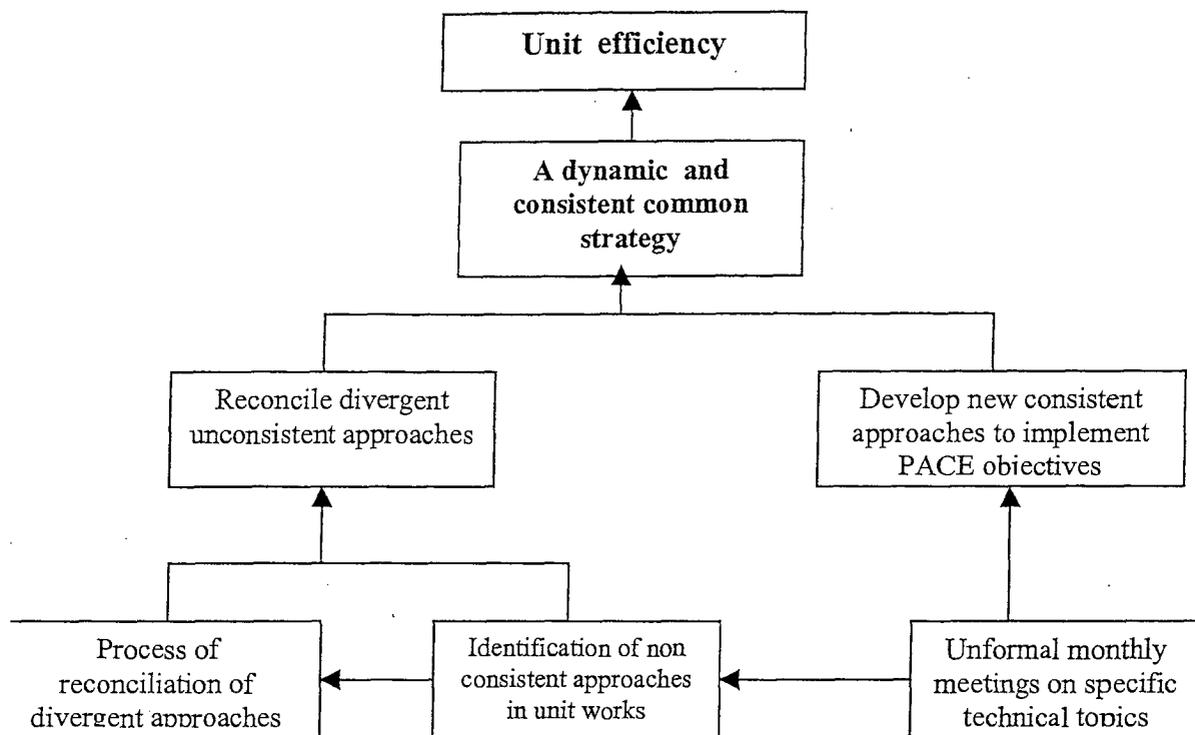
5.3.2 Consistency of strategic approaches within PACE

How to gain in consistency without lowering the general level of PACE contribution to the Countries ? That is the dilemma we try to solve in introducing a specific mechanism to encourage people to work out new ideas and to find, between themselves, ways to reconcile their different points of view.

Table 5 is displays the logical frame of a process of reconciliation different approaches without freezing research in better solutions.

Table 5.

Gain in consistency in strategic orientations at unit levels



Process of reconciliation	Identification of non consistent approaches	Active exchanges to develop new approaches to solve problems
<ol style="list-style-type: none"> 1. Written recognition of the consistency problem. 2. Build up a time schedule of meetings between concerned units to find a new consistency. Define a deadline to the reconciliation process. 3. When a new consistent approach is agreed on. Put in writing the common solution. 4. Inform the Co-ordinator of the new proposed common strategy. 	<p>Identification of non consistent approaches between units should be made as soon as possible.</p> <p>When the problem is identified, then a process of reconciliation should be started.</p>	<p>Monthly meetings on technical topics should be encouraged for each unit to present its own approaches and techniques to PACE programme.</p>
<p>If, after the fixed deadline, no common solution has been found. Ask the Co-ordinator for the selection of an external contribution to solve the problem.</p> <p>At the end of the process the Co-ordinator's arbitration may be required.</p>	<p>A written recognition of the main aspects of the problem should be done between the two (or more) concerned units.</p>	<p>Informal to help real exchanges on specific subject.</p> <p>Monthly: one specific unit should at least present a subject twice a year.</p>
<p>The PACE Co-ordinator should be informed of the proceeding.</p>	<p>The initiative has to be taken by the head of concerned units.</p>	<p>Co-ordination and practical organisation: Andy Cattley of CAPE</p>

5.3.3 Team building and value added inter unit actions

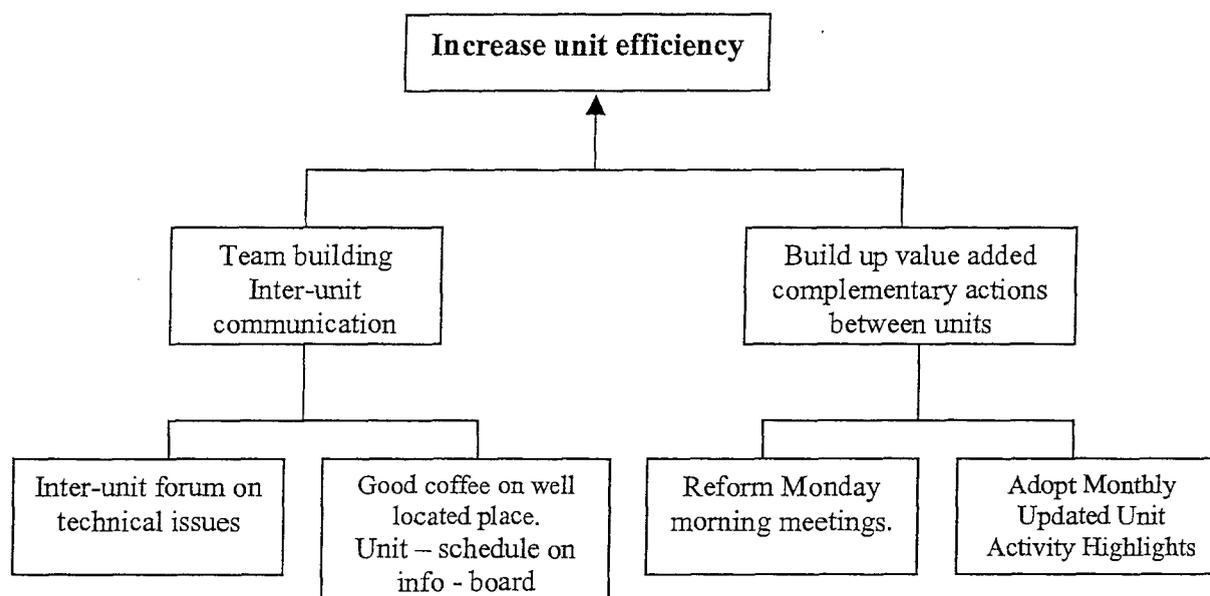
Development of internal communication is a good way to enter into a team building process. Since the staffs in the PACE programme are professionals of high education and are willing to develop their levels of comprehension of problems related to their works, part of the selected actions to help building exchanges within PACE are in opening informal work sessions on selected technical topics.

The other part of actions is concerned with the diffusion of basic information on who is doing what and where to initiate collective actions such as inter-unit in country missions. These missions should optimally group two or three persons of different units, so contributing to the solution of logistic problems arising at country level out of frequent subsequent missions of individuals not related between themselves (a frequent complaint made by Country co-ordinators).

Table 6 is presenting in short, the logical frame of the full approach elaborated to respond to the team building and the added value complementarity actions issues.

Table 6

Create team spirit within PCU
Develop value added inter-unit work complementarity



Inter - unit forum	Appropriate coffee place	Monday Morning Meetings	Monthly bulletin Unit work plan
Informal forum to discuss selected technical issues.	A comfortable place with a big information board giving actualised unit schedule.	Regular meeting between head of units to investigate complementarity between actions currently launched.	Electronic or hard copy to inform the Co-ordinator and all units of actions plans of each unit.
On a monthly basis planned a week in advance.	Permanent actualisation of schedule.	On weekly basis. Monday from 8.45 to 9.45	Actualised on weekly basis & concerns the four following weeks.
With food and drink at lunch time or on Friday PM.	Coffee offered by project resources.	Technical discussion and presentation to be avoided by authority.	Will be currently used to adjust the coffee info board.
Maximum duration: 1 H30		Maximum duration: 1 H00	
For 5 to 10 attendants		For head of units or deputy	Publish the MUUAH in the monthly bulletin.
Promoted and co-ordinated by Andy Cattley	Managed by Rosemary Muriungi	Organisation: PACE Co-ordinator	Centralised by the Administrative Assistant. Treated to actualise the Coffee site info board by Electa Obura.

A corporate profil development group
 Could be organised on the same basis to
 elaborate the PACE image to be

Promote inter unit country
 missions

5.3.4 Expected results

Three specific results are expected from the programme of actions of this chapter:

- ◆ A team of professionals who belong to PACE and share common values and objectives. As a separate outcome, the programme of actions could develop a sense of loyalty of the whole team to the OAU/ IBAR institution.
- ◆ A better effectiveness to provide the country programmes with coherent strategies and strong assistance to their implementations.
- ◆ A team building at regional co-ordinatin level and interunit in country missions are essential to help building up efficient teams, operating at country level, for epizootic control.
- ◆ A more dynamic group of professionals contributing together to reinforce the research process to develop more efficient actions to eradicate animal diseases in Africa .

5.4 Information and control systems

The system of information is poor; its formal part is exclusively reduced to reporting after country missions (back to office reports) , workshops and seminars (often no report at all).

Reports are established according to a standard format (good). They are usually too long and developed to respond to the country co-ordination expectation. No short synthesis or abstract is ever produced from these reports which could be more widely diffused. No extraction of important data to feed the data bases is usually done. The data management unit is working almost in a vacuum, obtaining information from countries through questionnaires badly filled out. There is no place of accumulation of the useful information collected by country missions which could be easily treated for further uses.

Too long and too numerous, the reports are of little interest, but for the few people for which they have been written (Country Co-ordinator,...) . Classification and dispatching of the reports are also poor, and reports are rarely referred to. They are accumulated and classed by country and by chronology in PACE Nairobi. Communication of reports to Bamako is not made on a regular basis, although the reverse is usually done.

Something as to be done to improve not only the production of information (which is in a sense adequate) but to make this accumulated information accessible and useful for everybody in and out of PACE.

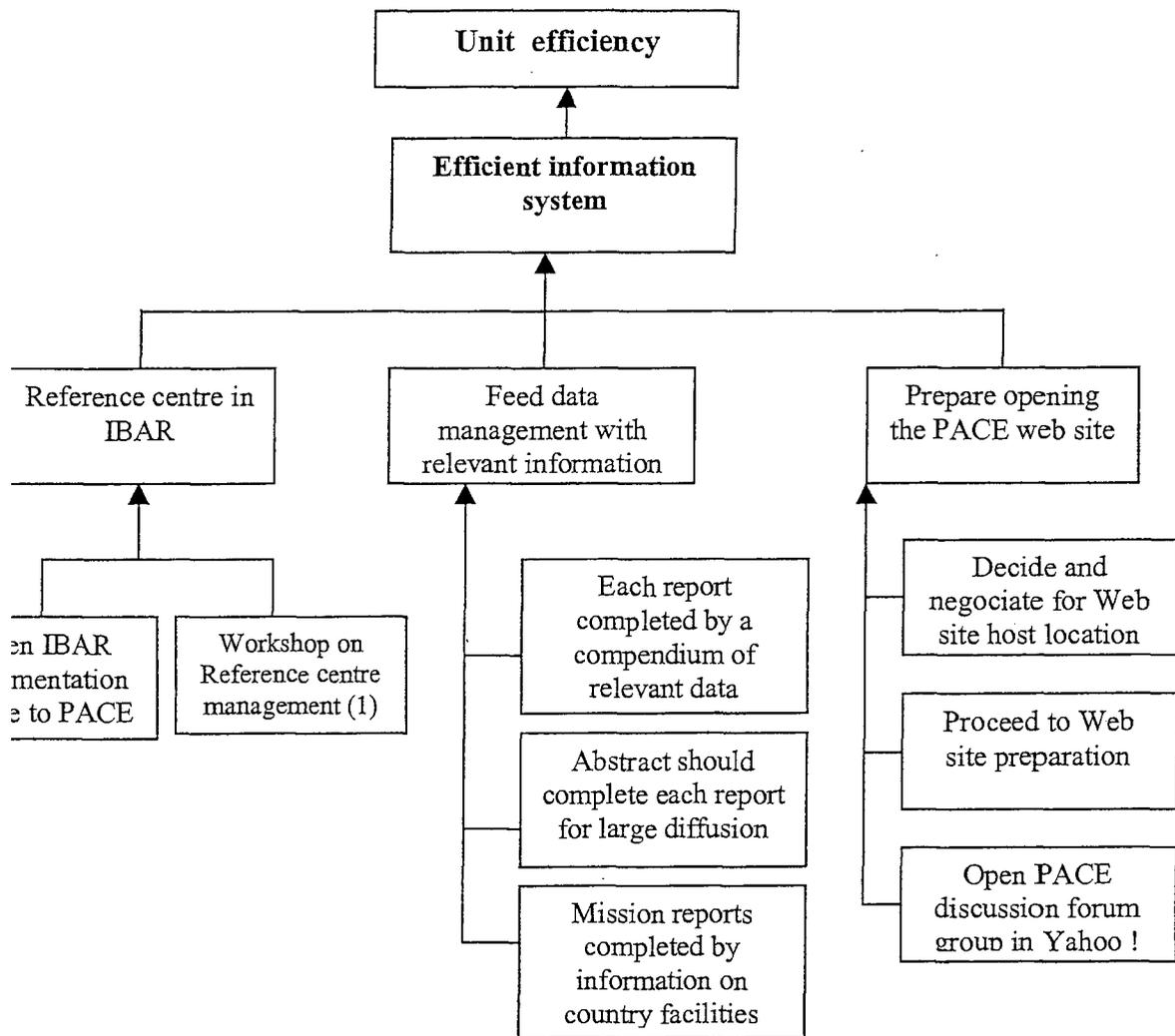
The control and monitoring system in place is equally poor. It relies upon the Co-ordinator's memory of events and to direct exchanges between the staff and the Co-ordinator to figure out what has been done recently. The standard reporting remains the only source of control; but it is often delayed by report publication and diffusion.

The entire staff feels relatively free to organise his work at unit level, with little interference from the Co-ordination, but for a Monday Morning Meeting which is generally used for each unit to present and justify his approach and work organisation. There is no real culture of action monitoring with specific reporting on the progress done in conducting specific programmes. The half yearly report is not sufficient as a monitoring device, although it informs the authority of progress in implementation of unit programmes, there is too much time lag between two reports for them to be of any use as a management tool.

4.1 An efficient information system

Table 7 presents a combined approach to develop an efficient information system within ACE / IBAR.

Develop an efficient information system



Reference centre	Data collection and management	Internet web site
and the present IBAR mentation centre into a reference centre for PACE. contribute to project integration in IBAR.	Need to collect data from missions abroad on a more concise form according to specific format, to complete the data base (2).	The web site of PACE will give a great opportunity to offer a good image of the institution to the world. It should be hosted by IBAR.
are the Centre to play an important role for future use in research and development	Relevant data: - Technical data - GPS data for GIS - Economic data on countries - Info on hotels, restaurant,...	The process should start now to inform and direct persons concerned by PACE issues on the web through a PACE Discussion Forum Group in Yahoo!
	Report abstract largely diffused in the monthly bulletin and by E-mail distribution.	
ent IBAR employee of the e open for further discussion e matter.	Need a data entry Clark. Promotion and development by Dr Berhann Bedanne.	Co-ordination and management / control of the forum: Dr Berhann Bedanne

- 1) A short term consultant has been working on PARC documentation (beginning 2001). Another consultant should work out the PACE documentation framework and start the process of organising a reference centre. The workshop should be held with his assistance.
- 2) Country phytosanitary situations as well as country data collections are in preparation at a management level. They are going to be refreshed on a quarterly basis. These information tools should be regularly diffused as feedback to countries.

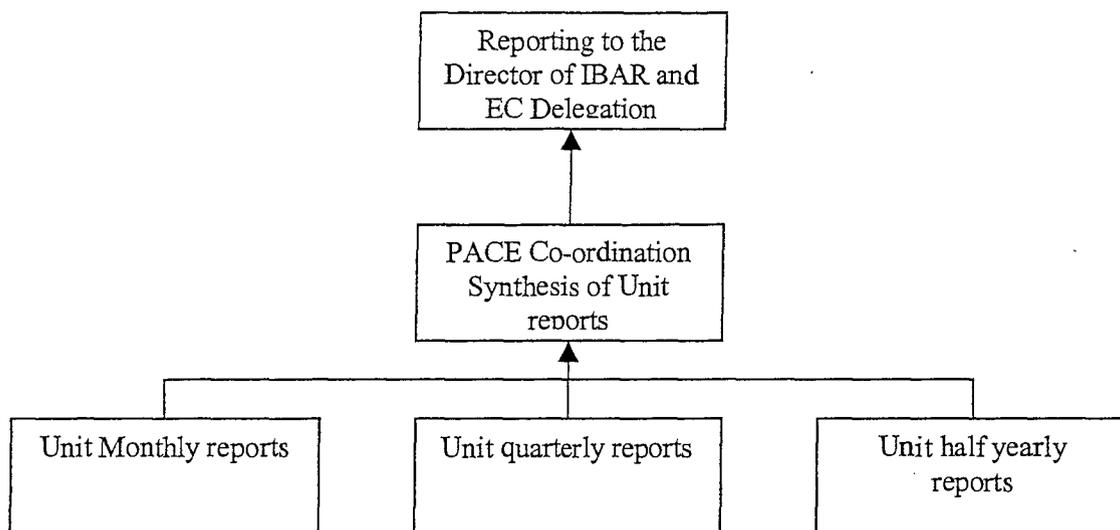
4.2 A simple monitoring system

The Co-ordinator needs of specific instruments to control and monitor the unit activities. The Half yearly report is already in application. It is far from enough to follow up progresses in implementing activities of the units at the Co-ordination level. Since the Co-ordinator will have in the future to report more frequently to the Director of IBAR, RAO of the project, it needs a formal basis to build up his own reporting.

Table 8 presents the scheme of a simple monitoring and control system which should be useful for the Co-ordinator as well as for the units.

Table 8

Develop at Co-ordination level a simple monitoring and control system



Unit Monthly Report	Unit Quarterly Report	Unit Half Yearly report
Based upon the Monthly Updated Unit Activity highlights which gives the monthly work programme of the Unit ¹ .	Based upon the unit work programme and the preceding quarterly report. Use monthly reports as source of basic information on unit activities.	Nothing to change from the current half yearly reporting. Easier to file with the quarterly and monthly reports as remainders.
Concerned with main tasks and missions being done during the month. Reference to Back to Office report should be made.	Present what has been done during the quarter. Evaluate what remains to be done according to WP. Appreciate the progress and explain difficulties to reach expectation.	Evaluate the progress made during the first half of the yearly programme. Adjust orientations and activities to obtain the best result at the end of the year.
Online format send to each unit by Electa, requesting the completion and return.	More elaborate format to be developed: half way between Monthly reports (1 page) and Half Yearly reports.	Current format. Replace the second and the fourth quarterly reports.

Concern E.A. and W & C A Co-ordinations
May be proposed to Country Co-ordinations

5.4.3 Expected results

From the information system:

- A better access to useful, well structured and easy to use information to strengthen research capacity in the PACE structure;
- Facility to diffuse relevant information to outsiders working in Africa on complementary projects (cattle production, livestock development,...)
- Enhance the image of the PACE organisation as mastering data on the field of animal disease control in Africa;
- Develop within the PACE structure an efficient and informative technical communication system with a team building effect.

From the control system:

- A more efficient allocation and use of scarce resources;
- A better outcome of the current activities of each team unit;
- A better respect of delay by each unit member for delivering his work programme;
- A team building effect if the process is sufficiently strong to discard the less efficient staff members.

Strategy and action plan

.1 Strategy

The strategy adopted to reinforce the PACE management efficiency is three fold:

First: Strengthen management capacity at the Co-ordination level, giving confidence to the co-ordinator by a clear cut responsibility delegation from the IBAR Direction, and assistance by a well selected Main TA with function of advisor.

Second: Develop at unit levels , motivation for the Counterparts, coherence of strategy and complementarity of actions through a team building process increasing inter-unit communications.

Third: Introduce an appropriate system of information to collect, treat and diffuse the relevant information in complement of the actual reporting system, and develop a control system to insure a better follow up of the unit activities.

The overall return to the strengthening effort at PACE management level is a greater efficiency of the PACE programme.

2 Action plan

Action	Initiative	Implement.
Delegation of responsibilities from IBAR to the Central Co-ordinator	Co-ordinator 's proposal Director of IBAR' decision	01/2002
Delegation of responsibilities from Central Co-ordinator to Regional Co-ordinators	Co-ord. W&CA proposal Central Co-ord. Decision	02/2002
Clarification of PACE structure and responsibility distribution	Central Co-ordinator	01/2002
Selection and recruitment of a Main AT, adviser of the PACE Co-ordinator	With Central Co-ordinator contribution	01/2002
Give specific attribution and responsibilities to the Administrative Assistant	Central Co-ordinator	01/2002
Selection and recruitment of the E.A. Co-ordinator	Central Co-ord. Contribut.	01/2002
Suppress external interference in PACE management	Delegation EC	01/2002
Proposed plan of transfer of functions and responsibilities to Counterpart (done in each concerned unit)	Each unit	03/2002
Consistency of strategic approaches	Inter units and Co-ordinator	Permanent
Inter-unit forum on technical issues (monthly)	Andy Cattley (CAPE)	01/2002
Info – board at coffee place for general information on unit monthly programmes	Administrative Assistant	01/2002
Monthly Updated Unit Activity Highlights	Charles Mwangi (on line) Then all units for implem.	02/2002
Manual of procedures completed :		03/2002
◆ Administrative procedures and guidelines	Administrative Assistant	
◆ Financial procedures	Financial controler	
◆ Expenses and contracting obligation procedures	Accountant and RAO	
Reference centre and documentation centre in place	Documentation officer in IBAR and workshop	01/2002
Each report completed by an abstract and a compendium of useful data	All units + processing by Dr Berhan Bedane	02/2002
Creation of a PACE discussion forum group in Yahoo!	Dr Berhan Bedane	02/2002
Unit monthly report based upon the monthly updated unit activity highlights	All units	02/2002
Unit first quarterly report	All units	03/2002

Annexes

Annex 1: Terms of Reference

Annex 1 : Terms of reference

Terms of Reference

Panafrican Programme for the Control of Epizootics (PACE)

Backstopping Mission To the Management of the Programme Co-ordination Unit

Background

PACE programme is a major continental EDF-funded initiative for animal health reinforcement in Saharan Africa.

Main contents and characteristics are described in summary in the Annex 1 to these terms of reference.

programme officially started on the 1st of November 1999. From a managerial and technical point, it combines the actions of two regional co-ordination units (Nairobi and Bamako, now fully operational and staffed including with technical assistance -TA-), together with national action plans in 32 participating countries.

The most recent action plans and budgets for the co-ordination units (covering the period 1st June 2001 to 31st May 2002) have been approved. At national level, 15 countries are fully active, 8 have they plans approved and are starting implementation and 5 more are about to start. Only 4 countries are currently considered inactive, merely due to constraints outside the reach of the programme.

Technical assistance is currently provided only at the level of the regional co-ordinations (and for the *Unité de Santé Sanitaire*, based in Bamako). TA at national level is scheduled to be deployed early 2002.

Assignment

Objectives: the mission is directly aimed at improving the organisation and at increasing the implementation speed, efficacy and efficiency of the programme co-ordination unit (PCU) of this continental action. The final beneficiaries of any improvement brought forward by the mission will, by definition, be the targeted beneficiaries of the PACE programme itself, that is all stakeholders dealing with the livestock sub-sector.

Expected results are:

A detailed, professional and objective assessment is made of the major organisational and managerial achievements made so far by the PACE programme.

A diagnosis is made of the existing or potential constraints and bottlenecks to smooth implementation, institutional development and program sustainability.

An analytical and evaluative basis is laid down prior to the programme mid-term review scheduled for the end of 2001, or early 2002.

Suggestions and recommendations are made to improve the efficiency of the management and implementation structures of PACE.

Through the dynamics generated by the mission itself, an immediate improvement of the management process inside the PCU is generated.

A strategy and an action plan are presented, including a concrete calendar to implement corrective measures, to restore the image and the credibility of the PACE programme vis-à-vis partner institutions.

To achieve those results, the mission will have to execute, among others, the following tasks:

A rapid revision of the major background documents of the PACE programme (preparation mission report, financing agreements, manual of procedures, global and annual workplans, minutes of the advisory committee meetings, etc.).

Interviews with all major stakeholders at central level (OAU/IBAR acting Director and staff, RCU co-ordinator and TA etc.)

Teamwork sessions focussing on evaluation and problem solving.

In-depth revision of the programme organisational and managerial set-up and of the chronogramme of its 2 first years of activities.

Assessment of the various staff inputs; this will include a detailed analysis of the impact of numerous unexpected TA replacements by external consulting companies.

The list of these tasks is in no case exhaustive and can be completed at the time of briefing. The mission will be implemented in close co-ordination with the EC Delegation in Nairobi.

It is essential to note that the mission is not set-up and fielded with the production of a report as first objective. Emphasis is clearly put on diagnosis, treatment (and prognosis) of recurrent difficulties in the implementation process. Therefore the mission should be a dynamic, process-oriented assignment. The intervention of the mission should per se be a source of impetus for the PCU.

Expert profile

A highly experienced consultant is required for this mission. He will have a perfect command of spoken and written English, working language of the assignment, and sufficient working knowledge of written French to read and analyse documents produced by West African co-ordination unit or countries.

The consultant will possess a recognised experience in the field of management, at both levels of private enterprise and public services institutional building. His competence will be backed up by a university of high school degree in a discipline related to development, or preferably in public management. Any postgraduate training in the field of management, project supervision and evaluation, participatory approach to team building, etc. will be an important asset.

Post-graduate studies -or documented experience- in institutional support, mediation, project review and team building will be appreciated.

A minimum of 15 years of professional experience relevant to the assignment is required, part of which in developing countries or development projects/programs, with preferably working experience in Sub-Saharan Africa.

Any additional experience in the technical fields related to the PACE program (economics of animal production and diseases-related issues, privatisation, international animal disease control regulations, regional co-ordination / integration and trade issues in the livestock sub-sector) will be appreciated as a supplementary asset.

Experience as team leader in projects or missions is an absolute requisite.

Location and duration

The mission will start on Friday 20th of July 2001 with a briefing of the expert in the EuropeAid Co-operation Office in Brussels (Unit C/5) after which he/she will travel to Kenya. The mission will start with a meeting in the Delegation of the European Commission with the rural development Director in charge of PACE after which the expert will start its contacts with OUA/IBAR and with the PCU in particular. The bulk of the mission is expected to take place with the PCU in Nairobi. At the end of the assignment, a wrap-up session will take place in the EC Delegation. A debriefing in Brussels with the EuropeAid Co-operation Office should take place at the latest one week after the end of the mission of the draft mission report.

Reporting will be initiated in country and a first version of the draft reports will be presented to EC Delegation and to EuropeAid Co-operation office (by E-mail), prior to leaving Kenya. The reports will be completed at home base over a period of 3 working days. Each of the draft and final reports will be sent by e-mail (to addresses communicated during the mission) the day following completion date, hard copies will compulsorily be received within a week from then by courier.

regional authorities and Delegation will to the possible extent facilitate contacts. Logistics are the entire responsibility of the mission.

Reporting

Towards the end of the mission in Kenya, the consultant will present a first draft report will be presented to OAU/IBAR and the European Commission.

The draft and the final reports will be written along the lines described in Annex 1. They will be clear, comprehensive, consistent and concise (maximum of 50 pages, **including executive summary of no more than 4 pages**¹, and annexes). Annexes will include:

- Terms of Reference

- Comments of the consultant on the Terms of Reference (if any)

- Methodology applied for the mission

- List of persons/organisations consulted

- Results of internal interviews and/or workshops

- Literature and documentation consulted

- Technical annexes

- Others as may be advised during the briefings in Brussels or Nairobi

Four hard copies of each of the draft and final reports will be delivered to the EC EuropeAid Cooperation Office in Brussels (which will dispatch them as necessary) and six copies will be sent to the Delegation in Nairobi, which will forward them to regional authorising officer. Schedule for completion of the draft report, receiving comments and finalising the mission's reports is outlined in point 4 above and in Annex 3.

All correspondence, communications and reporting will be in English.

¹IMPORTANT: The absence of the executive summary, on both the draft and final reports, or a too long executive summary,

Annex 2: Methodology applied for the mission

Annex 2 : Methodology applied for the mission

The expected results presented in the terms of reference clearly indicate that an operational audit could be conducted involving limited resources. The study will focus on coherence between strategic objectives and allocated resources with a special attention on the way actual resources are used.

The matrix model will be used to identify, with a reasonable chance of exhaustivity, the major organisational and managerial achievement and as well the potential constraints and bottlenecks in the actual situation of the Programme Co-ordination Unit of the PACE. Such a matrix will offer a good guide to interview the PCU staff and build up specific suggestions and recommendations.

Matrix model

System function	Orientation	Mobilisation	Organisation	Information communication	Production	Control
Planning programme	Strategic planning Objectives Budget		Management cycle: objectives, outcomes, corrective measures	M.I.S. Simulation tools Budget control		Definition and application of the control system
Direction	Leadership Missions Objectives	Programme management Planning Monitoring	Structure and framework for implement.			Control system monitoring
Human resources	Human Resource Planning	Training & professional development. Career management. Compensation	Recruitment Post description	Incentive / Reward structure Recognition	Motivation	Personnel evaluation
Production	Process management planning Monitoring		Problem solving & decision making	Achieve shared understanding	Generating data. Performances	Monitoring and evaluation Control system
Office equipment and organisation	Computer system Information system	Tasks implemented Effective horizontal comm.	Production method, Working post, System definition and maintenance	Information & communicat. Equipment Network Web site		
Logistic	Options for mission organisation		Centralised or not, ...		Commands Transport Storage	
Research and development	Technological follow-up			Data management New tools		
Finances and accounting	Return objectives Financial simulation	Financial and accounting information	Financial and legal structure	General accounting and resource tracking		Internal audit and External audit

Interviews of PCU staff (top to bottom)

Director of IBAR: Interview on the IBAR structure, its actual staff and its hierarchical and functional relations with PACE.

PACE Co-ordinator : Interview on PACE strategy, objectives, PCU structure, overall management, relations with IBAR, responsibilities, management techniques and tools, performances, reporting, control system. The objective of the interview is to figure out the adequacy of the present organisation it is with the PACE strategy and objectives.

PACE operational and functional staffs: Interview of each person invested with responsibilities on his relationship with the authority, on his specific responsibilities and functions, on his achievement and the reporting and control systems. A special interest will be taken about the personal feeling of each staff member of belonging to a special structure with a prominent role for improving the rural economic development of an important part of Africa.

The successive interviews will provide a basis for problem identification and a starting point for a collective reflection upon possible solutions. No extensive reporting on interview will be produced.

Working sessions (bottom up)

The working sessions will confront ideas of different persons, working together in the same department, on problems affecting the efficiency of their work. The main aim of these sessions will be to develop, within small groups of persons, workable ideas about management and organisation of their own work.

Each working session will be held per department. The interest of the working sessions will be to confront different point of view and to test the emerging solutions against all type of opposition.

Representatives of the Western and Central African Co-ordination coming from Bamako will participate to one or two working sessions to present their own problems and to introduce specific propositions.

Overall working session

At the level of the PACE co-ordination, an overall working session will be organised with the prominent staff members of the PCU to decide together on the final solutions which should be proposed to the IBAR authority and to the Delegation of European Communities.

Program of actions

	Week 1	Week 2	Week 3	Week 4
Basic information	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
Project orientation				
Interviews top to bottom	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
Director IBAR				
PACE Co-ordinator				
Main TA (vacant)				
Main epidemiologist				
Counterpart				
TA communication				
TA wild life epidemiol.				
Common services				
Financial and accounting				
Administrative service				
Working sessions (bottom up)	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
Administrative service				
Financial and accounting				
Common services				
TA				
PACE co-ordinator with TA	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
Overall sessions with All main stakeholders				

Annex 3: Programme of meetings with PACE Staff

Annex 3 : Programme of meetings with PACE Staff

7 November 2001 (Morning)	TIME
Andrea Gros	From 08.20
Francis Inganji	
Sammy Ngang'a	
(Afternoon)	
Dr. W. N. Masiga	From 3.30
Mr. Charles Mwangi	From 04.30
8 November 2001 (Morning)	
Dr. Richard Kock	From 08.30
Dr. Yve Le Brun	
(Afternoon)	
Mr. Paul Mertens	From 03.30
Mr. Dominic Kiarie	04.30
9 November 2001 (Morning)	
Tim Leyland	From 08.30
Andy Catley	
Delia Grace	
Mr. F. Mahler - Somalia Unit Mr. Dario Zecchini, PACE ADM Adviser. Somalia Mr. Seif Maloo, Project Adviser. Somalia Unit	From 10.00
(Afternoon)	
Working Session with:	
Communication and data management group	
10 November 2001 (Morning)	
Dr. René Bessin	From 09.30
Rosemary Muriungi	From 10.30
3 Secretaries	11.30
Mr. Agbo Lawson	
(Afternoon)	
Working Session with:	
Administrative Assistant	
Secretaries	
Translator	

Annex 4: List of persons / organisations consulted

Annex 4 : List of persons / organisations consulted

Dr Musiime	IBAR Chief of Animal Production; acting Director of IBAR.
Dr Solomon Haile Mariam	Chief of Livestock project. Interim Director of IBAR.
Dr René Bessin	PACE Programme Co-ordinator.
Dr Walter N. Masiga	Senior Consultant. Animal Health and Trade. Former Director of IBAR.
Dr Gavin Thomson	PACE TA Main Epidemiologist. PACE Nairobi.
Dr Risto Heinonen	Epidemiologist
Dr Kebkiba Bidjeh	Counterpart Epidemiologist
Dr Emmanuel Tambi	Senior Economiste
Mr Onesmus Maina	Economist
Dr Francis Iganji	Communication Expert.
Mrs Andrea Gros	Communication Expert.
Dr Yvon Lebrun	Privatisation & Legislation Technical Assistant
Dr Richard Kock	Wildlife Epidemiologist
Dr Karim Tounkara	Laboratory Expert
Paul Mertens	Financial Controller
Dominic Kiare	Accountant
Dr Eric Fernet – Quinet	Technical Assistant. Regional Action for Livestock in East Africa
Rosemary Murlungi	PACE Administrative assistant. Nairobi.
Charles Mwangi	LAN Administrator.
Mrs Milka Musoke	Bilingual secretary of PACE
Mrs Shadra Zaid	Bilingual Secretary of PACE
Mrs Obura Electa	Bilingual Secretary of PACE
Sammy Nganga	Desktop Publishing Officer
Dr Tim Leyland	Unit Head/ Advisor – CAPE unit
Dr Andy Cattley	Epidemiologist / Informatics
Mrs Loise Kimani	CAPE Unit Office Manager
A. Lawson	Translator
Dr Bourma Alboury Diop	Regional Co-ordinator W & C Africa
Dr Daniel Gregoire	W. Africa Communication Expert
Dr Fatah Bendali	Epidemiology Adviser on the sanitary Cordon. Based in Ndjamen.
Dr Bouzabo	Direction de l'Élevage. Ndjamen.
Dr Friedrich Mahler	Livestock and Environment. EC Somalia Unit
Dario Zecchini	PACE ADM Adviser. Somalia Unit
Seif Maloo	Project Adviser. Somalia Unit
Dr Alain Vandersmissen	Santé et production Animale. EuropeAid Office de Coopération. Commission Européenne. Bruxelles.
Mr. Queen	Resident Representative, EC Delegation of Nairobi
Dr Bernard Rey	Rural development Advisor. Delegation of the European Commission in the Republic of Kenya.

Annex 5: Results of internal interviews and / or workshops

Annex 5 : Results of internal interviews and / or workshops

5.1. Assessment on Overall Organisation

Director of OAU / IBAR, Regional Authorising Officer for the PACE programme is suppose to have delegated full responsibility to PACE Co-ordinator, since June 2001, to sign contract and voucher payments within Budget Programme. In fact, there is still confusion on the share of responsibilities between the Director of IBAR and the PACE Co-ordinator.

Chain of command within the PACE structure to be specified and publicised.

Internal communication poor between units.

Mistrust between people of different origins and cultures.

Lack of meeting agendas with programme and invitation lists.

Relation between TA and Counterparts should be clarified. A capacity building strategy should be developed and implemented showing a programmed shift of responsibilities from the TA to the Counterpart.

5.2. Assessment Financial and Accounting Unit

Respective positions and share of responsibilities to be precised between the TA and the Accountant. Part of the work distribution and responsibilities is already done. Each agent has his own working programme, but there is still zone of friction.

Communication problems between the TA and the Accountant.

Bonus distribution to the staff pending to the appraisal of staff performance. According to the Delegation of E.C., this appraisal is expected from an external expert although a staff appraisal system exist and was operating within the OAU structure.

5.3. Format of Monthly Updated Unit Activity Highlights

Format given as an indicative model
For Monthly Updated Unit Activity Highlight
And monthly report

To be developed by Data Management Unit to be accessible on line by all units.

Monthly Updated Unit Activity Highlights					
Unit :	Month :	Date :			
Work Programme	Week 05	Week 06	Week 07	Week 08	Week 09
TA	(Chad)		(Nigeria)	(Sudan)	
Count.	(CRA)		(Cameroon)		

Main Tasks:	Results	Report
<ul style="list-style-type: none"> ◆ ◆ ◆ ◆ ◆ ◆ 		

Problem ?

Question	Answer

Signature

Monthly report use the same format; only add in different script or colour the results obtained.

- ◆ Highlight the missions done on the time schedule with exact date;
- ◆ Give in few words the outcome of each main tasks;
- ◆ Specify that the report (Back to Office Report with abstract and data collection) is made;
- ◆ Problem encountered; solved or not ? Does it need Co-ordinator's intervention ?
- ◆ Question and answer ; both direction: from Unit to Co-ordinator or the other way.

Annex 6: Literature and documentation consulted

Annex 6 : Literature and documentation consulted

6.1. OAU documents

IBAR – PACE – European Commission. PACE Manual of procedures. March 2000.

IBAR – PACE. Rapport annuel d'activités du Programme Panafricain de Contrôle des Epizooties (PACE) – Janvier – Décembre 2000.

IBAR – PACE – EDF project n° REG/500/005. Half yearly report January to June 2001. August 2001.

IBAR – PACE. Work programme and cost estimate for PACE common services and coordination units. 1 June 2001 to 31 May 2002.

IBAR – PACE. Handover notes of the PACE Main Technical Assistant. September 2001.

PACE Programme. 1st to 4th Advisory Committee Meeting reports.

PACE. Minutes of the 1st to 4th PACE ad hoc steering committee meetings.

CAPE – Logical framework . Improved delivery of veterinary Services Presentation . 14/ 09/ 01.

6.2. Commission of European Communities documents

Financing agreement between the Commission of European Communities and The Organisation of African Unity / Inter-African Bureau for Animal Resources.(OAU / IBAR).

E.C. – Robert J. Connor. Report on completion of assignment – 29 October 1999 – 28 October 2001.

6.3. Other documents

République du Tchad – Ministère de l'Élevage – Direction de l'Élevage et des Ressources Animales. Evaluation de fin de phase du PARC II. Rapport final. JVL Septembre 1999.

République du Tchad – Ministère de l'Élevage – Direction de l'Élevage et des Ressources Animales. Composante Tchadienne du PACE – Tentative d'élaboration du cadre logique. Rapport final. JVL Septembre 1999.

République du Tchad – Ministère de l'Élevage – Direction de l'Élevage et des Ressources Animales. Proposition - Nouveau schéma de privatisation. Rapport final. JVL Septembre 1999.