

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

EUROPEAN DEVELOPMENT FUND PROJECT NUMBER REG/5007/005
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**WORK PROGRAMME & COST ESTIMATE
Somali Component**

**YEAR ONE
01. January to 31. December 2000**

TOTAL AMOUNT TO BE COMMITTED = EUR 1.3 million

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LIST OF ABBREVIATIONS

AHWs	Animal Health Workers
CBAHWs	Community Based Animal Health Workers
CBOs	Community Based Organisations
DFID	Department for International Development
EC	European Commission
EDF	European Development Fund
EP	Emergency Preparedness
E P & R	Emergency Preparedness and Response
EU	European Union
GTZ	Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation)
IA	International Agencies
ICRC	International Committee of the Red Cross
IGAD	Inter-Governmental Authority on Development
INGOs	International Non-Governmental Organisations
M & E	Monitoring and Evaluation
MLFR	Ministry of Livestock, Forestry and Range
MoU	Memorandum of Understanding
NAHA	Nomadic Animal Health Auxiliary
NAO	National Authorising Officer
NC	National Ccoordination/ Coordinator
NCC	National Coordination Committee
OAUIBAR	Organisation of African Unity/Inter-African Bureau for Animal Resources
OIE	Office International des Epizooties
PACE	Pan African Programme for the Control of Epizootics
PARC	Pan African Rinderpest Campaign
PSC	Project Steering Committee
RVF	Rift Valley Fever
SACB	Somalia Aid Coordination Body
SC	Steering Committee
SCU	Somalia Co-ordination Unit
SLPF	Somali Livestock Professionals' Forum
SPCO	Somali PACE Country Office
SPZO	Somali PACE Zonal Office
SVP	Somali Veterinary Professional
WTO	World Trade Organisation

1 Background

The European Commission has supported the continent-wide fight against rinderpest, through the Pan African rinderpest Campaign (PARC). This project has had considerable success and the disease now appears to be restricted to two main foci, namely, southern Sudan and southern Somalia, two countries affected by chronic civil unrest and insecurity.

The PARC project ended on 31 October 1999, after thirteen years of successful implementation. The European Union and the Organisation of African Unity (OAU) have developed a new programme, the Pan African Programme for the Control of Epizootics (PACE). PACE will build on the achievements of PARC to finally eradicate rinderpest and to set up a Pan African network for the control of epizootics.

This document describes the work programme for the Somali PACE Component for the first full year of PACE, which will start on 1st of May 2000 and end on 30th of April 2001.

1.1 Features of the Somali livestock sector and sectoral policy

The Somali economy in contrast to other regional economies is based on nomadic pastoralism and livestock trade.

Livestock production and trade in Somalia is a long lasting tradition and sizeable commercial sales from nomadic herds have been routine for decades. Although livestock trade is known to have started in this region in the 1300's, livestock export escalated in the 1960's, with the oil boom increasing the demand for live animals in Saudi Arabia and other countries of the Arabian Peninsula. In 1975, Somalia became the world's largest exporter of live animals, selling about 40,000 cattle, 33,000 camel and 1.6 mio small ruminants.

Nearly all pastoral livestock activities in Somalia are related to the large, lucrative export trade in live animals especially sheep and goats. The revenue generated by this trade is vital to the income of pastoral livestock owners and to the new administrations of the regions from where the exports are carried out, and of great interest to the traders who organise the exportation.

There are few animal health restrictions imposed upon this trade though a ban on the importation of cattle to Saudi Arabia was declared in 1983 because of the risk of rinderpest from Somalia. Although this ban is still in place Somali cattle find their way to Saudi Arabia through Yemen. However, other restrictions have been imposed for human health reasons, namely for brucellosis and rift valley fever (RVF).

Without any recognised national veterinary authority in place, the livestock industry in Somalia was unable to influence the ban on exportation because of RVF (which has now been lifted)

In contrast the private sector response to the challenge posed by brucellosis clearly indicated, that the trade is very able to adapt to regulations that are imposed upon it and implemented. However, where the trade is able to circumvent these regulations it appears to do so. Unfortunately at present only weak or partial regulations are imposed by the importing countries concerning most epizootic diseases and in many cases these are ignored or only applied in a token manner.

Another constraint for the livestock sector in Somalia is that the southern, and perhaps central, regions of the country are believed to harbour populations of cattle that assist in the maintenance of a mild form of rinderpest that has eluded diagnosis in cattle, and which must be addressed if rinderpest is to be eradicated from Africa.

Despite the increased commercialisation of Somalia's livestock production in the last few decades, the imposition of two import bans on Somali livestock by Saudi Arabia, and the fact that in several parts of Somalia new political entities with different degrees of stability have appeared, a livestock policy for Somalia is either non-existent or very vague.

1.2 Beneficiaries, target institutions and geographical area of Somali PACE.

The main target group for the PACE Project interventions are Somali nomadic herdsmen and agro-pastoralists, producing meat, milk, blood, and hides and skins, for self-consumption and marketing. They will benefit from improved animal health care and better control of livestock diseases. The benefits will lead to reduced losses allowing increased livestock off-take thus increasing nomads and agro-pastoralists livelihoods through increased and secured incomes.

Other beneficiaries will be the private service providers of animal health care, commerce in pharmaceuticals, trade and export of livestock and livestock products. The establishment of privatised animal health delivery systems and livestock export services will offer employment opportunities. Private sector delivery of services is generally considered to be more efficient and more sustainable.

The public sector will benefit from training and capacity building, provided within the framework of promoting privatised animal health services, animal disease surveillance systems, and livestock marketing and trade diversification. Governing authorities will further benefit from taxes, fees and service charges realised through increased livestock off-take and export. These revenues will allow re-investment in public services and therefore enhance the establishment of a local administration. Public sector policy development and institution building will be supported by bodies such as the SACB livestock working group and agencies with Pastoral Livelihoods and Policy Development Units such as OAU / IBAR and IGAD.

Target institutions within Somali areas include traditional pastoral institutions, CBOs, NGOs, and local administrations. Target institutions at the National and District levels include (where they exist) government veterinary services, departments of agriculture policy makers, veterinary associations and privatisation schemes, veterinary boards and legislative bodies, International Agencies (IA) also working in Somali areas plus livestock and veterinary pharmaceutical traders.

Somali PACE will concentrate its activities within the geographical entity of Somalia. However, the programme has to maintain a strong working relationship with extraterritorial Somali areas. The reason for this is that all Somali areas need to be considered as one ecosystem when dealing with livestock disease.

1.3 Problems to be addressed

An assessment of key problems affecting livestock production and trade in Somalia was carried out during a stakeholder workshop held in January 2000 in Hargeisa, Somaliland. The main constraints identified have been summarised below (see also Annex 1 and 2):

Central Problem

Occurrence of major livestock diseases in Somalia

Causes of Central Problem

- Epidemic diseases continually re-introduced in Somalia
- Inadequate control of animal diseases

Effects of Central Problem

- Cross-border spread of diseases from Somalia
- High mortality rates of livestock in Somalia
- Low productivity of livestock in Somalia
- Banning of importation of livestock products from Somalia

The identified causes of the central problem can be further classified as follows:

1.3.1 Limited access to animal health care services

Before the civil war animal health care in Somalia was a public service provided, largely, free of charge to the stockowner. Veterinary services had been combined with animal production activities under the centralised responsibility of the Ministry of Livestock, Forestry and Range (MLFR) in Mogadishu and its 18 regional offices. The overall performance of this public health system was poor, constrained by budgetary shortfalls, and inefficient management of human and financial resources.

After the collapse of the Siyaad Barre regime in 1991, the livestock sector, probably due to its pastoral base with traditional knowledge and independence from modern infrastructure, technology and transport needs, suffered much less from the destruction of the civil war, than did, for example, the farming sector. However, the livestock sector gradually became severely affected by the lack of access to veterinary services, drugs and vaccines as the already inefficient public health sector had collapsed completely. In the northern region of the country private services have partly managed to take over former public responsibilities. However, lack of skilled Somali veterinarians and animal health workers, insufficient experience in private business management and in the forming of professional associations, plus the absence of public authorities able to establish institutional and legal frameworks to support livestock production and private veterinary services, still hinders private sector development of animal health services.

Services available in the vicinity of the nomadic pastoral production systems remain marginal since governmental and donor supported activities collapsed during the war. Pastoralists mostly depend on private sector peri-urban pharmaceutical suppliers. Hence, access to animal health care and drugs in remote areas is very limited, with unreliable quality and inconstant supply of products. Accurate information on drug administration, dosage and routes, is lacking.

The reluctance of the economically driven private sector to extend animal health services into remote areas possibly results from the marginal income expected from this business, lack of entry points and insecurity.

1.3.2 Lack of recognised veterinary authority

As the import ban on cattle, imposed by Saudi Arabia in 1983 on livestock originating from the Horn of Africa is officially still in place, and Somalia is still missing an internationally recognised authority implementing export certification and enforcing regionally or internationally accepted sanitary and trade regulations, Somalia's livestock export continues to face pressure from health and hygienic inspections of importing countries. This not only severely affects the Somali economy but also results in various social and environmental problems, related to a reduced off-take of livestock through export markets.

1.3.3 Lack of disease surveillance and emergency preparedness

The non-existence of an operational regional epidemiological surveillance network covering animal diseases of relevance for the region must be seen as a further obstacle towards improvement of intra- and extra-regional trade. So far there is no institutional capacity available, enabling local authorities to support such a network on the national or district level or to provide any disaster prevention planning. Outbreaks of known or newly introduced diseases therefore will not be recognised in time in order to prevent livestock owners from considerable losses.

1.3.4 Persistence of Rinderpest

Persistence of rinderpest in Southern Somalia continues to be a priority problem. However, in light of the security problems recently faced in Lower Juba Region by the PARC rinderpest vaccination campaign, access to this area seems to be restricted if not impossible for the moment. Therefore new strategies have to be developed, including community-based approaches. If epidemiological foci in Southern Somalia will continue to be inaccessible, only protective measures to prevent the virus from further diffusion into Northern Somalia and into Ethiopia and Kenya can be imposed.

1.4 Objectives of this work programme

The objectives of the year one work programme for the Somali PACE Component are stated below. A detailed logical framework and schedule of major activities is included in Annex 3.

Overall objective

The programme will contribute to sustainable enhancement of production as well as trade in livestock and livestock products.

Purpose

Livestock owners, traders, public and private sector animal health workers cooperate in order to combat major livestock diseases.

Results

1. The capabilities of public sector animal health workers to regulate, monitor and evaluate the livestock sector are strengthened.
2. The capabilities of private animal health workers to engage in curative and preventive services are enhanced.
3. A livestock disease surveillance system is functioning.

4. Emergency preparedness and response systems are functional.
5. Local networks for promoting livestock health are functioning initial to rinderpest.
6. The programme is effectively co-ordinated.

The main activities to be undertaken to achieve each result are outlined in the following sections of this document.

N. B.

Unlike other national programmes the Somali PACE year one Work Plan was prepared by the EC Somalia Unit on behalf of the people of Somalia and in the absence of any recognised national authority. Moreover, no technical staff had been engaged yet at the time that this Work Plan was prepared. Consequently, no detailed explanation and cost estimate of the activities is provided in this document and only the principal activities are presented. Detailed planning will be done when the technical teams are in position, and the work programme will be refined. In subsequent documents describing work programmes, the context of the work will be outlined and more details will be provided.

2 Results and Activities of the Somali PACE Component

Result 1 The capabilities of public sector animal health workers to regulate, monitor and evaluate the livestock sector are strengthened.

To achieve this result Somali PACE already in its first year has to initiate a number of training and advisory activities. Among these will be the identification of roles and responsibilities of the public sector, the selection and training of qualified personnel, and the establishment of links between Somali public servants and their colleagues from neighbouring countries and the region. The programme's success will to a large extent depend on the public sector's capabilities to retain competent staff who will in turn depend on sufficient funds being allocated to cover needed operations.

The principal activities initiated in year one are the following:

- Advise on roles and responsibilities of public servants and other actors in the livestock sector.
- Assist public servants to propose appropriate laws, regulations/ guidelines and support respective enforcement activities.
- Advise on appropriate personnel establishment and respective budgets.
- Assist public sector to contract private sector professionals to carry out certain essential duties and popularise that approach to work.
- Train selected personnel in technical and management subjects according to needs.
- Contribute to re-establishment of public infrastructure, vehicles, equipment etc.
- Promote effective co-ordination and control of selected activities e.g. trans-border operations, certification of livestock for export, internal movements of livestock, drug

- Initiate establishment of an effective and efficient livestock information system.
- Establish linkages between Somali public servants and public servants of neighbouring/regional countries.

Result 2 Capabilities of private AHWs to engage in curative and preventive services are enhanced.

In line with global PACE objectives, Somali PACE will enhance the capabilities of private sector AHWs (i.e. professionals and para-professionals) to engage in curative and preventive services. Among the main activities during year one will be those of advising on appropriate roles and responsibilities of the private sector vis a vis the public sector (see also Result 1), to initiate and support the process of establishing and operating professional associations, and to enable the private sector to contribute effectively to the political dialogue and the formulation of laws regulations and guidelines for the livestock sector.

During year one the two ongoing EC funded livestock programmes in Somalia will additionally support these activities¹.

The principal activities initiated in year one are the following:

- Advise on appropriate roles and responsibilities for private sector AHWs.
- Assist willing private sector AHWs to establish and to operate professional association(s).
- Train selected private sector AHWs to effectively play agreed roles e.g., curative duties, preventive duties, consultancy services to exporters etc.
- Promote working relationship between professionals and para-professionals.
- Link private sector AHWs to appropriate sources of financing for fixed and working capital needs, preferably under umbrella of association(s).
- Enable private sector AHWs to effectively contribute to policy dialogue, laws, regulations, guidelines etc.

Result 3 Livestock disease surveillance system is functioning, with specific reference to rinderpest

By the end of PACE programme an appropriate and sustainable livestock disease surveillance system will be in place and functioning such that routine and emergency reports on disease situations will be filed in time. Year one will initiate this process in focusing on the set up of the necessary logistics such as specimen collection and analysis, and surveying. In addition the awareness building process at local stakeholders' level will be started. With the assistance of the ongoing livestock project (see foot note 1), particular baseline studies on prevailing diseases will be carried out in Somaliland and Puntland.

The principal activities initiated in year one are the following:

¹ Itinerant Training Programme for Somali Veterinary Professionals, Phase II, 01/08/99 to 31/07/01

- Create widespread awareness about the current status of livestock diseases and their impact in Somalia.
- Co-ordinate planning of a sustainable livestock disease surveillance system, ensuring to involve a broad spectrum of stockholders in the process.
- Train selected public and private sector personnel, livestock owners, traders etc. on relevant aspects of the system.
- Establish the disease surveillance system (basic and referral laboratories, survey teams etc.).
- Conduct survey for rinderpest and other major diseases, and carry out specific studies according to needs.

Result 4 Emergency preparedness and response systems are functional, initially to rinderpest.

Somali PACE will assist Somalia (most likely Puntland and Somaliland) to install a package of emergency preparedness and response systems with respect to livestock diseases.

Initially emergency preparedness will be developed as a model, considering the particularity of different zones and the situation in the neighbouring countries. The basis will be the readily available structure from FAO-EMPRES.

Concerning the eradication of rinderpest, it is foreseen that by the end of the project, depending upon the actual disease situation revealed by surveillance, Northern Somalia may be in a position to declare free from rinderpest. In addition the epidemiological situation of rinderpest in southern and central Somalia should have been clarified to the point where these zones will have either joined the OIE pathway or be in a position to do so in the near future. With reference to other major diseases the project should have generated a considerable body of new knowledge on the major diseases occurring in Somalia, their distribution and prevalence.

However, these activities build on the logistical system set up and the information generated under Result 3 during year one. Therefore no activities related to Result 4 will be initiated within this work plan.

Result 5 Local networks for promoting livestock health are functioning

Local networks engaged in livestock health will be promoted by the programme. In that context it is foreseen that the networks will play an important role in: exchanges of information on all aspects of interests to livestock health, in addition to spearheading of sharing of scarce resources for necessary purposes and linking Somalis to other actors in the region. During year one the programme will establish contacts with major stakeholders to advise them on how to form effective networks and adopt appropriate objectives and activities. Furthermore the integration of local networks into national and regional systems will be planned.

The principal activities that will achieve these results include:

- Publicise objectives, activities, mode of operation etc of PACE initiative.
- Advise relevant stakeholders to form effective networks

- Assist stakeholder to adopt appropriate objectives and activities for assorted networks.
- Elaborate and implement plan for building capacities of networks.
- Participate in activities of; area based national and international networks.

Result 6 The programme is effectively co-ordinated

In view of the difficult socio-political circumstances currently existing in Somalia, a number of management/ co-ordination constraints will most likely arise during the course of implementation. Therefore programme implementation will have to divert from the general way national PACE components will be implemented in other countries. Moreover, the programme by itself has to identify and build up co-ordination units on the national and zonal level. For such reasons effective programme co-ordination was allocated such a high ranking status during the preparatory workshop in Hargeisa, that it was placed at result level, in spite of the fact that it may not directly contribute to the technical ingredients of the programme's purpose. An important result that should be achieved during year one of Somali PACE thus is the establishment of effective co-ordination. Among the main activities planned were the following: Formulation of appropriate programme co-ordination and steering modalities, selection of programme implementers and facilitation of timely backstopping of operations. After selection of programme implementers and with the technical teams in post, one major activity during the first quarter of year one will be the detailed planning of the programme and refining of the work plan.

The principal activities to achieve this result are:

- Formulate appropriate modalities for co-ordinating and steering PACE in Somalia (dichotomous approach).
- Agree on appropriate project implementation areas.
- Identify and contract implementation partners.
- Establish PACE offices and management structures according to agreements.
- Elaborate and implement annual work plan and participatory M +E system.
- Convene steering / co-ordination meetings and report on progress regularly.
- Provide buildings, motor vehicles, equipment, materials and operating funds on timely bases.
- Contract and deploy short-term experts.
- Ensure harmonisation of activities within the country and effective linkage within the region.
- Facilitate timely backstopping of operations.

3 Cost Estimates for the Somali PACE Component

As mentioned earlier Somali PACE will be implemented through INGO contracts. As the implementing partners are not yet identified and in post, the following procedure will be followed to develop detailed cost estimates:

According to the Provisional Budget Timetable annexed to the Somali PACE Global Plan, an overall budget of 1.3 million Euro EDF funding is attributed to the year one work plan. In addition 0.53 million Euro will be awarded from Italian Co-financing and 0.36 million Euro from Swiss Co-financing.

Table 1 provides an indicative breakdown by cost heading for the first quarter inception period. In addition a zonal breakdown for the overall provisional budget of Somali PACE is given in table 2. As implementing partners will be identified and contracted within the first quarter inception period of year one, detailed planning for the remaining three quarters will be worked out by the end of the first quarter.

Table 2: Zonal breakdown of overall provisional budget, year one ('000 EUR)

(to be worked out at the end of first quarter inception period)

	Somaliland	Puntland	Southern Somalia	National Component	TOTAL		
					EDF	Italy	Swiss
Strengthen public sector	17.6	17.6	26.6	-	-	-	61.8
Strengthen private sector	25.3	25.3	50.6	-	101.2	-	-
Disease surveillance	62.5	62.5	125.0	-	-	250.0	-
Emergency preparedness	30.0	-	150.0	-	-	180.0	-
Animal health networks	8.8	8.8	17.5	49.0	35.0	-	49.0
Operations, Rehabilitation	173.5	242.9	380.1	466.1	1049.1	104.9	248.1
Contingency	31.8	11.4	75.0	51.5	131.7	-	-
					1317.0	534.9	358.9

3.1 Cost estimate of first quarter of year one

3.1.1 Expatriate personnel

National Co-ordinator

Overall Somali PACE co-ordination and management will be assured by the National Co-ordinator. He will be responsible for effectively liaising project activities at the zonal and national level with the PACE Regional Co-ordination Unit as well as other national PACE components in the region.

The National Co-ordinator furthermore assures standardised technical and financial reporting according to PACE procedures and manages the Somali PACE imprest account.

For this position budgetary provisions have to be made by the Somali PACE component to provide his personnel costs, per-diem and travel expenses.

Steering Committee Secretariat/ National Co-ordination Office Manager

An Office Manager will be recruited to run the Somali PACE Country Office (SPCO) and the Steering Committee Secretariat (SCS). He will be an expatriate from the region, assuring permanent liaison between both offices and Somali counterparts, implementing international partners, EC office and OAU/IBAR office in Nairobi. Besides his assistance to the National Co-ordinator (NC) and the Steering Committee (SC), his duties comprise the preparation of NC and SC meetings, day-to-day regional and zonal harmonisation and co-ordination of activities, including technical and financial reporting and preparation of work programmes. He will run the accounting system and manage the EDF imprest account together with the

NC. He further will provide assistance to Somali counterparts on administrative and logistical matters concerning programme management.

The programme will provide his personnel costs, per-diem and travel expenses.

Zonal INGO Co-ordinators

International NGOs in collaboration with local partners will execute project implementation. Considering the heterogeneous political and security situation in different zones of Somalia, a zonal implementation approach will be followed. Therefore in each of the three major zones of Somalia (Northwest, Northeast and Central / Southern Somalia), a zonal expatriate Co-ordinator is needed. He/she will be responsible for the planning, implementation and monitoring of all activities related to results 1 to 5 and being relevant to his zone. Regarding the different priority activities in these three zones, the positions in Northwest and Northeast will require an experienced field veterinarian/epidemiologist with particular knowledge and experience in disease surveillance, emergency preparedness and information networking. This person also will be involved in organising technical support to any existing or forthcoming local administrations as well as private veterinary services. He/she will be responsible for the curriculum development and implementation and monitoring of the various training activities foreseen for his zone. The Central / Southern Zonal Co-ordinator will be a veterinarian/epidemiologist. He will be responsible for planning, implementation and monitoring of a rinderpest surveillance and eradication programme, considering the SLPF as a local counterpart and involving SVPs and CBAHWs as the implementing network. He therefore will have proven experience in setting up a private veterinary health care system involving community-based structures.

Each Zonal Co-ordinator is expected to spend 150 to 200 days a year in the field, carrying out training activities and monitoring fieldwork. The remaining time will be devoted to the preparation of training activities, cross-zonal sectorial co-ordination, representation of zonal activities in the Steering Committee and National Co-ordination Committee, and reporting.

The programme will provide personnel costs, per-diem and travel expenses for 3 zonal co-ordinators.

3.1.2 Technical assistance

Provision will be made in the project for external consultancy at different levels:

Long-term Technical Assistance is foreseen to assist the Somalia Co-ordination Unit (see Figure 1b of Global Plan) on:

- administration and management
- epidemio-surveillance and control of transboundary diseases
- international trade and trade regulations
- information networking

To strengthen administrative and legal capacity at the national and zonal level demand driven short-term Technical Assistance will be provided on:

- legal advise on co-operation and harmonisation procedures;
- contracting procedures for public sector;
- development of legal framework for public sector animal disease control;
- licensing of private veterinary services:

- legal regulations for emergency preparedness.

Within year one of the programme, provision will be made for short-term consultancy under result 6. Technical assistance defined under results 3 and 4 are expected to be provided through bilateral co-financing.

3.1.3 Somali personnel

National Epidemiologist/Emergency Preparedness Officer.

A major output from this post will be to present the national picture of the animal health situation, to liaise with OAU/IBAR and EC, and to lay the groundwork for the re-establishment of a future national animal health service. Therefore this position will be offered to an experienced Somali veterinarian/epidemiologist who will co-ordinate the horizontal and vertical communication and decision making processes on networking, disease surveillance and emergency preparedness. He/she will receive technical support from the PACE Regional Epidemiologist.

National Animal Health Network Officer

In analogy to the position of the National Epidemiologist Emergency Preparedness Officer, a qualified Somali professional will be recruited to coordinate zonal, national and regional networking. As mentioned above, this position is seen as an opportunity for Somali PACE to provide on-the-job training opportunities for senior management positions within a future national animal health service, be it public or private.

Somalia Zonal Co-ordinator

Within each zone, the Somalia Co-ordination Unit (SCU, see Figure 1b at Global Plan) will post a Zonal Co-ordinator. He will represent the SCU at the zonal level and act as the national counterpart to the Zonal INGO Co-ordinator. Besides accomplishing SCU responsibilities at the zonal level, he liaises between any public and private sector local stakeholders and the PACE implementers.

Their personnel costs will be met from provision of this work programme.

Somali Administrator/Logistician

One Somali administrator/logistician will be required for each INGO Zonal Office and one for the SPCO and the SCS.

Their personnel costs will be provided by this work programme.

Messengers

Messengers will be recruited locally for the National Office and the three Zonal Offices. The provision under this item will cover personnel costs.

Personnel seconded from Somali counterparts

Somali public and private counterpart organisations will second personnel to the programme according to tasks agreed upon by specific arrangements/MoU signed with Somali PACE. There will be a requirement for Somali PACE to co-fund salaries that, under normal

circumstances, would be funded by the national host government. It is recommended that this should be done through a system that will continue after the project finishes.

Co-funding will be met from provision of this work programme and paid to the counterpart.

3.1.4 Study tours

To support the public sector and the disease surveillance and emergency preparedness training study tours are foreseen for zonal and national EP officers to visit successful programmes in neighbouring countries.

3.1.5 Office space

A logistic base will be established in each zone. The Hargeisa base will also host the National Co-ordination Office and the Steering Committee Secretariat.

The local authorities will provide offices in Somaliland and Puntland free of charge (subject to be negotiated in the MoUs). In South/Central Somalia office space has to be rented. Provision will be made for minor rehabilitation of office space (Somaliland and Puntland) and rent or rehabilitation in Southern/Central Somalia.

3.1.6 Services and Equipment

Laboratory services

Laboratory services will be contracted in the region for routine analysis of samples taken for active search and surveillance.

Vaccines

No purchase of drugs and vaccines is foreseen within the Somali PACE programme, except for rinderpest in emergency situations.

Transport

Transport in Somalia will be provided through hired vehicles. For the NC office and each zone one permanently hired car is foreseen. Additional cars will be rented temporarily according to field activities.

Provision will be made for car hire, allowances for driver and fuel.

Office equipment

Equipment will be purchased in accordance with the EDF procedures. Provision is made under this cost item to purchase for the National and Zonal Offices a range of items including the following, to establish the necessary capacity to administer the programme effectively.

- Office desks, chairs, filing cupboards, cabinets.
- Telecommunication equipment including phone, sat-phone, fax, radio.
- Audio-visual equipment, including an overhead projector, projection screens, pin boards, flip charts and wall-mounted white boards.
- Desktop computers, printers and accessories.

- Minor office refurbishment.

Training material, other equipment and consumables

Provision is made for training material and other equipment and consumables. However, as explained earlier detailed planning can only be done when the technical teams are in place.

3.1.7 Running costs

The following costs will be covered under this item:

- Post, telecommunication and courier services.
- Electricity and water.
- Maintenance of office equipment.

3.1.8 Monitoring

This item will meet the costs of convening meetings of the Somali PACE Steering Committee. Provision is made during the first quarter for two meetings.

3.1.9 Reviews and evaluations

Provisions under this item will be used to fund independent mid-term and final reviews of Somali PACE. It has been proposed that the EC will manage this allocation by direct commitments that are separate from the budget of annual work programmes (Bob to confirm).

An independent chartered accountant firm will be engaged on a contract that will be issued under a specific secondary commitment to conduct an operational audit of the National Co-ordination Office's Imprest accounts at the end of the year.

No provisions are made for this item during the first quarter.

3.1.10 Reports and documentation

The cost of printing reports and documents will be met from a provision under this item.

3.1.11 Incidentals

A provision of about 10% of the overall annual budget is made to meet the costs of unforeseen expenses arising in connection with the general management of the Somali PACE.

3.2 Cost estimate for remaining period

As specified earlier, the detailed cost estimate for the remaining period of the first work plan will be elaborated during the first quarter.

3.3 Timetable

For the tentative implementation timetable see Annex 4. In the absence of any national structure in place to elaborate the first annual work plan, a three months preparatory phase is foreseen at the beginning of year one of the programme. This period will allow the NC in collaboration with his implementing partners to elaborate a more detailed plan of action on the activities outlined by the Somali first annual work plan.

4 Implementation Procedures

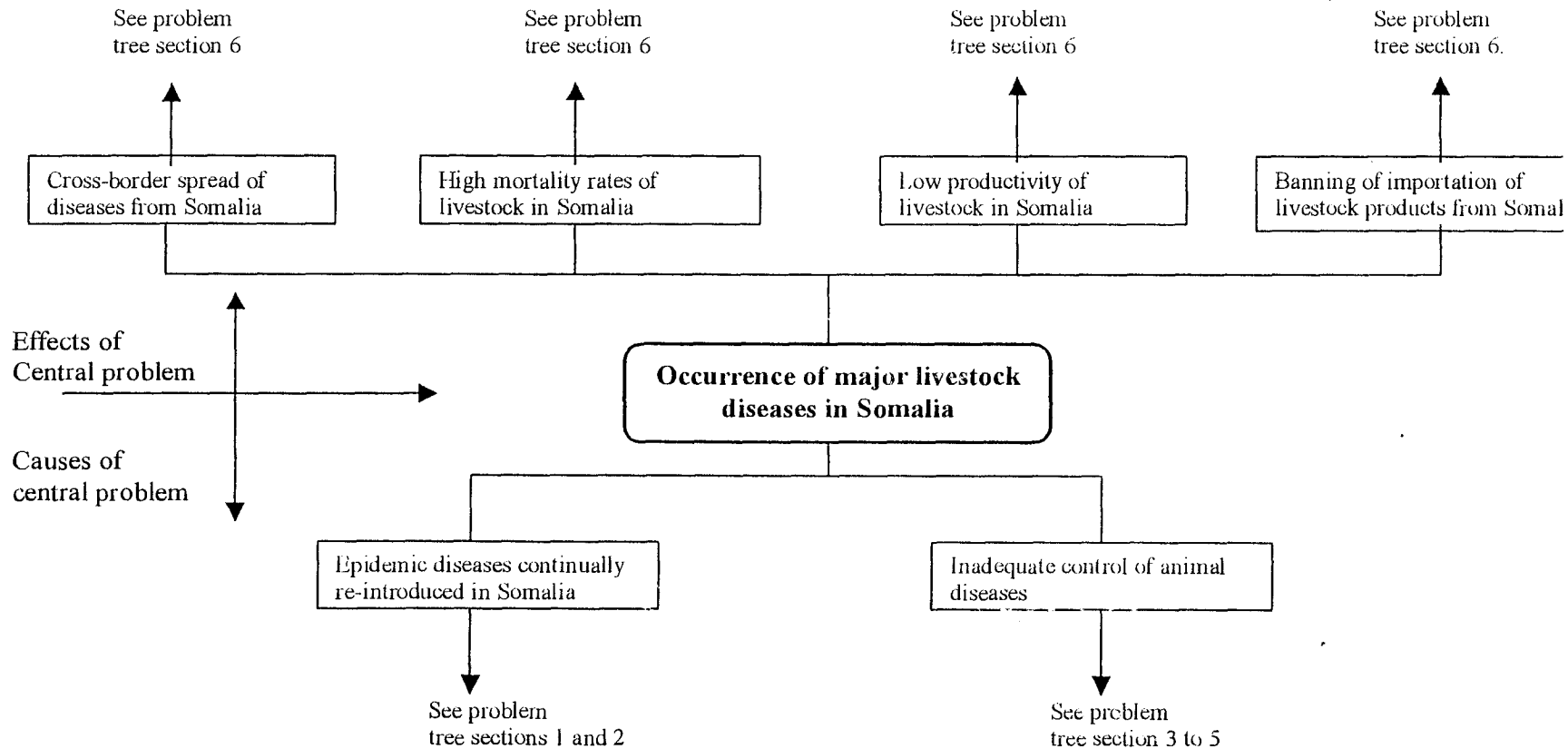
Administrative procedures for the Somali PACE will follow regulations provided by the OAU/IBAR Regional Co-ordination Unit, and based on the Financial Agreement between the Commission of the European Communities and OAU/IBAR, and the Fourth Lomé Convention.

Implementation procedures will be further defined by the Imprest Account Contractual Document and the MOU between the RAO and the NAO for Somalia which will be submitted at a later stage.

5 List of Annexes

1. Problem Tree
2. Objectives Tree
3. Logical Framework
4. Implementation Timetable

Annex 1
Problem Tree



Occurrence of major livestock diseases in Somalia

Continued to problem tree section 3

Epidemic diseases continuously re-introduced in Somalia

Continuous entry of infected wildlife

Continuous entry of infected livestock

Stop

Presence of major diseases in herds of neighbouring countries

Uncontrolled cross-border movement of livestock

Continued to problem tree section 2

Inadequate control of diseases in bordering countries

Inadequate regional control of diseases

Nomadism

In search of lucrative livestock market

Lack of border entry control procedures

Inability to enforce control measures

Stop

Inadequate cross-border collaboration

Absence of collaboration mechanism

Insecurity in neighbouring countries

In search of water and pasture

Absence of recognized authority

Lack of enforceable regulations

Shortage of qualified personnel

Shortage of funds

Drought in neighbouring countries

Stop

No new graduate specialists

Closure of vet school

Stop

Inadequate paravets

Inadequate mobilisation and training

Occurrence of major livestock diseases in Somalia

Continued to problem tree section 3

Epidemic diseases continuously re-introduced in Somalia

Continuous entry of infected livestock

Uncontrolled cross-border movement of livestock

Continued from problem tree section 1

Outbreak of diseases in neighbouring countries not known by Somalis

Lack of early reaction to known entering diseases

No early warning system

No national emergency preparedness plan

Herdsmen are unaware of certain diseases

Inadequate cross-border surveillance

Inadequate private personnel and facilities

No recognised national/regional authority

Inadequate training for nomads

Insufficient funds for cross border activities

No surveillance/reporting system

Lack incentives for private sector

No national/international authority on livestock diseases

Inadequate public personnel and facilities

Absent/weak government

Occurrence of major livestock diseases in Somalia

ued from tree section 2

Inadequate control of animal diseases in the country

Continued to problem tree section 4

Weak preventive measures

Ineffective therapy

i
f wildlife

Inadequate vaccination coverage

Inadequate timely isolation of infected animals

Insufficient amounts of vaccine at grassroots levels

Inadequate awareness of early symptoms of major diseases by livestock owners

Inadequate co-operation of nomads

Continued to problem tree section 4

Insufficient equipment e.g. cold chain

Slow and costly transport

Inadequate cold chain

e of people

Poor road network

High fixed and variable costs of cold chain

Failure to adopt appropriate technologies e.g. solar equipment

Failure to produce sufficient number of paravets

Insufficient investment by government

Insufficient investment by private sector

Insufficient investments by communities

Insufficient awareness/campaigns

Some diseases are virtually unknown

Effects of war

Inadequate mobilisation of private professionals

Inadequate awareness of economic effects of diseases

Insufficient professionals and practical professionals

Over emphasis of curative rather than preventive measures

Inadequate studies/surveillance

Inadequate awareness promotion and mobilisation

Inadequate information on prevalence and effects on diseases

Weak training curriculum

Curative measures more lucrative and prestigious to vets

Inadequate regular studies and reporting

Inadequate routine surveillance and reporting

Occurrence of major livestock diseases in Somalia

Inadequate control of animal diseases in the country

Continued from problem tree section 3

Ineffective therapy

Continued to problem section 5

Disease resistance to drugs

Improper use of drugs

Wrong prescriptions

Poor diagnosis of disease

Inadequate knowledge by livestock owners

Inadequate knowledge professional vet

Inadequate knowledge by paravet

Absence of diagnostic laboratory

Wrong results from diagnostic laboratory

Weak extension services

Poor training

Outdated professional

Outdated paravet

Poor training outputs

No public investment

No private investment

No community investment

Stop

Poor training methods

Poor curriculum

No refresher courses

No refresher follow-up courses

Weak curriculum

Poor training methods

Wrong selection of paravets

Poor linkage between professional vet and paravets

Wrong analysis/ procedure

Inadequate tools

Expired poor quality reagents

Contaminated samples

No money to employ qualified technician

Clannism

Inadequate funds

Poor handling of samples

Low income of lab

Too few jobs

Lack of total covering cost fee structure

Occurrence of major livestock diseases in Somalia

Inadequate control of animal diseases in the country

Ineffective therapy

Poor quality of drugs

Importation and stocking of poor quality drugs

Purchase/sale of expired drugs

Less of drugs

Deliberate policy to support the cheapest drugs on market

Failure to read/check on dates on containers

Drug stores not inspected

Under qualified pharmacists/dispensers

Laymen/man operate pharmacies

Profit motive overriding professional ethics

High illiteracy rate

Lack of knowledge of importance of dates

No drug quality continual system

er

Poor training of pharmacists

Lack of drug quality control system

No awareness promotion

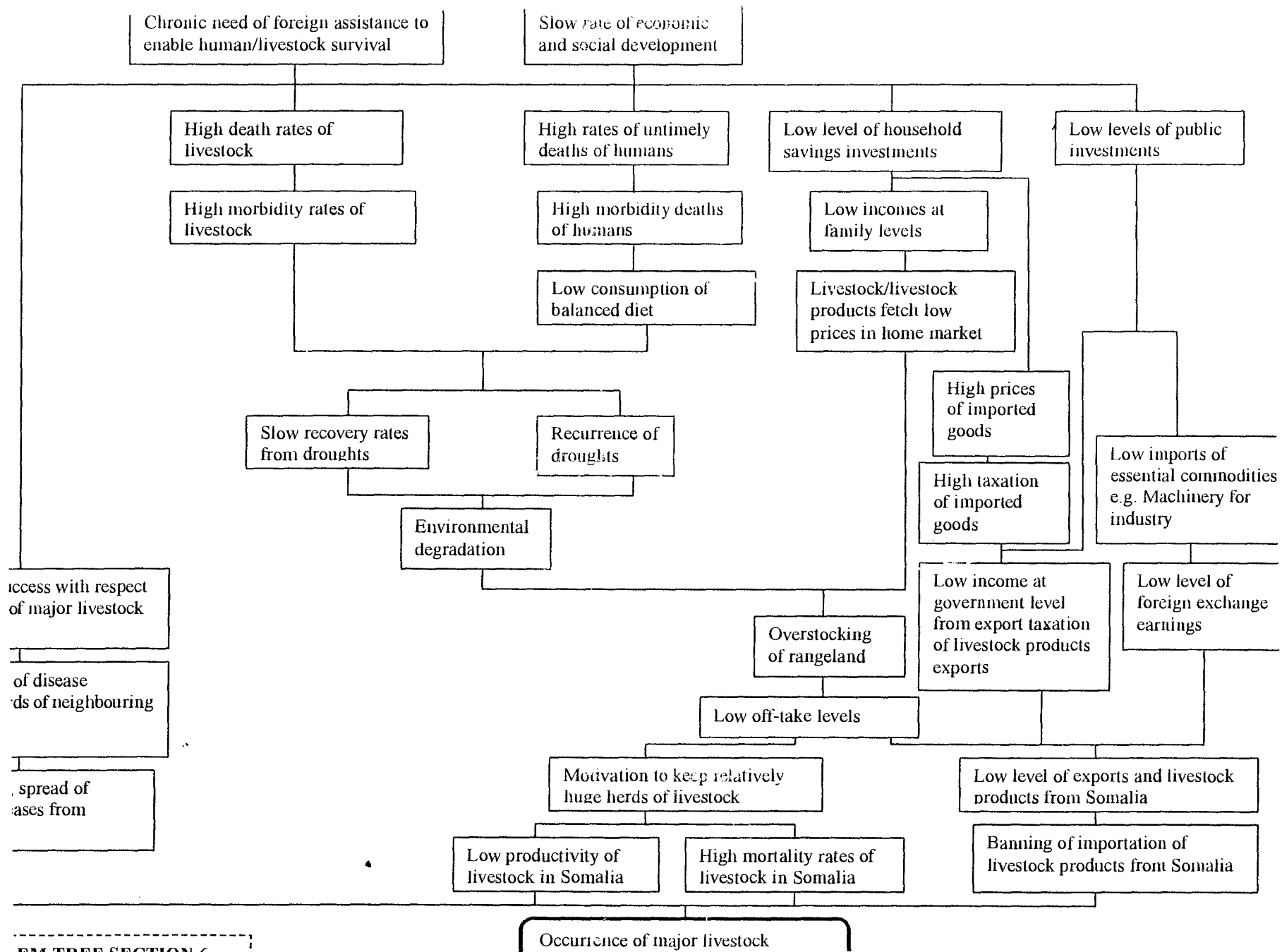
Absence of appropriate legal framework

Extension services not functioning

Weak/no government in place

Continued from problem tree section 4

TREE SECTION 5



Annex 2
Objectives Tree

objectives
section 6

See objectives
tree section 6

See objectives
tree section 6

See objective
tree section 6

Diseases to
countries reduced

Mortality rate of livestock rate in
Somalia reduced

Productivity and quality of
livestock increased

Export of livestock and livestock
products from Somalia enhanced

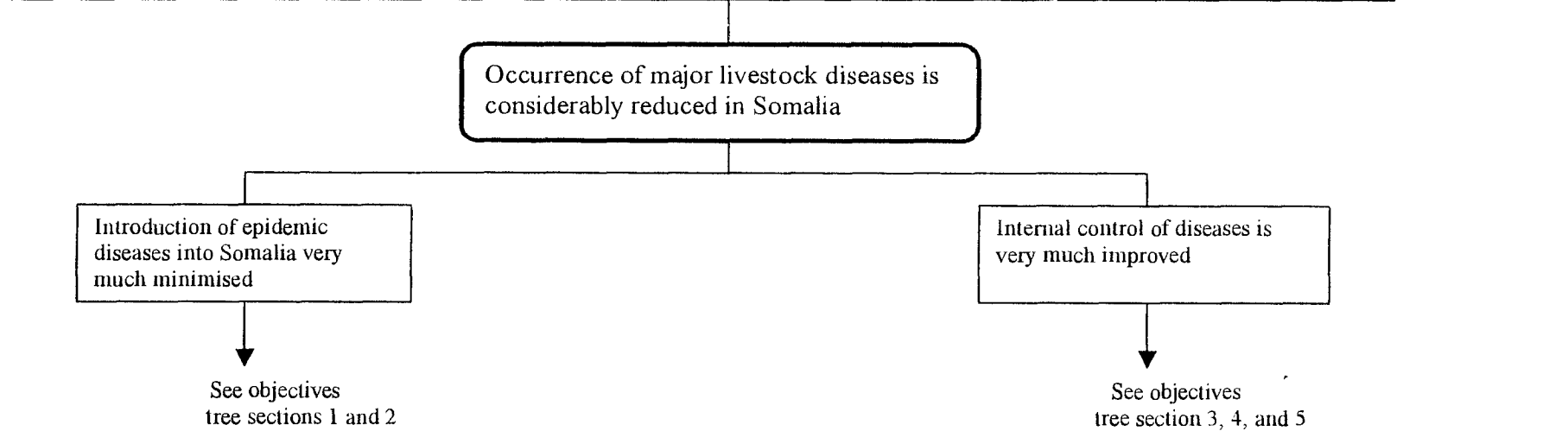
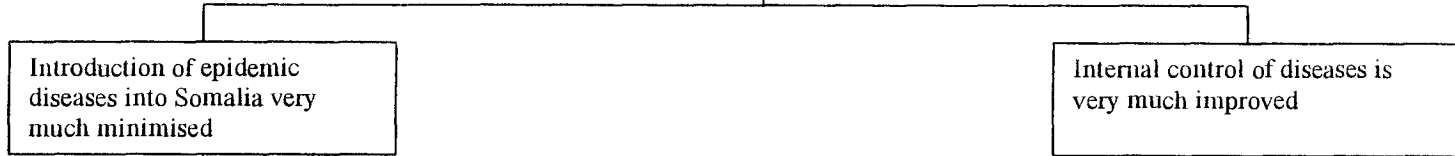
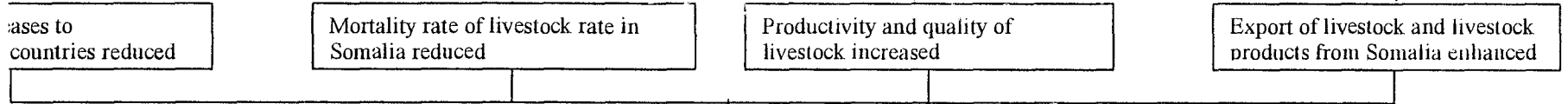
Occurrence of major livestock diseases is
considerably reduced in Somalia

Introduction of epidemic
diseases into Somalia very
much minimised

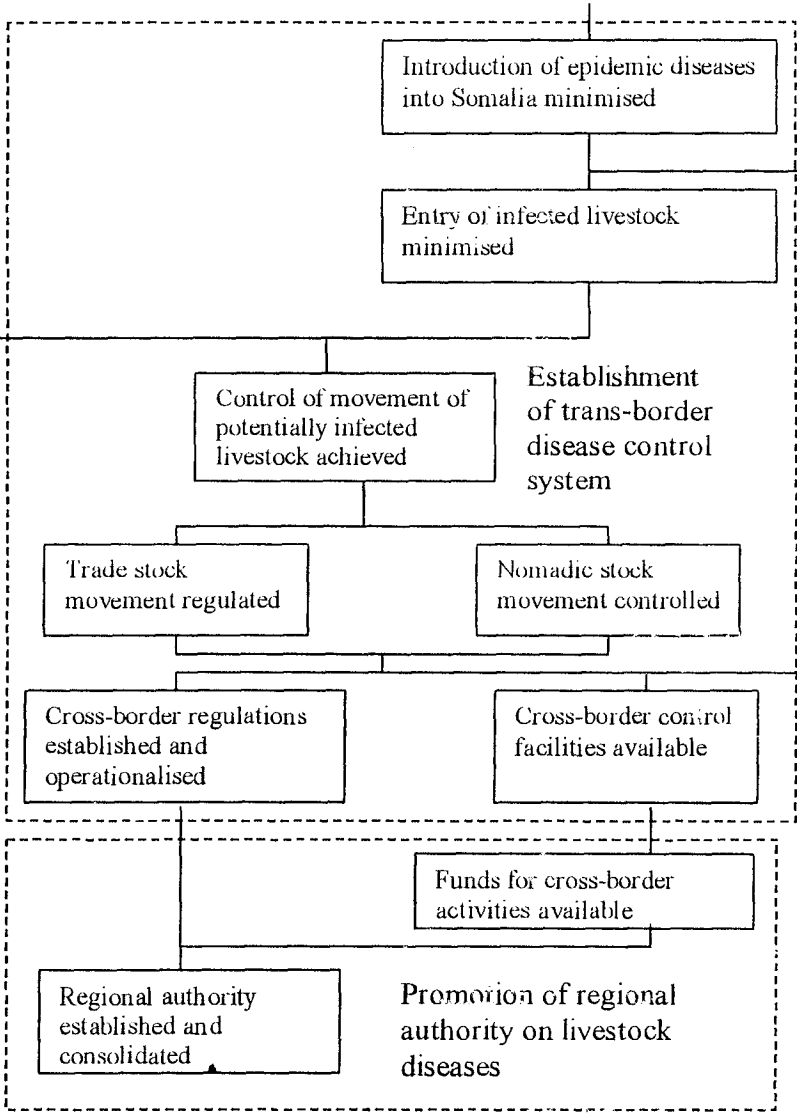
Internal control of diseases is
very much improved

See objectives
tree sections 1 and 2

See objectives
tree section 3, 4, and 5



Occurrence of major livestock diseases is considerably reduced in Somalia



Continued to objective tree section 2

reduction of regional disease

Prevalence of major diseases in neighbouring countries reduced
Disease control in region enhanced

Strengthening of public vet sector

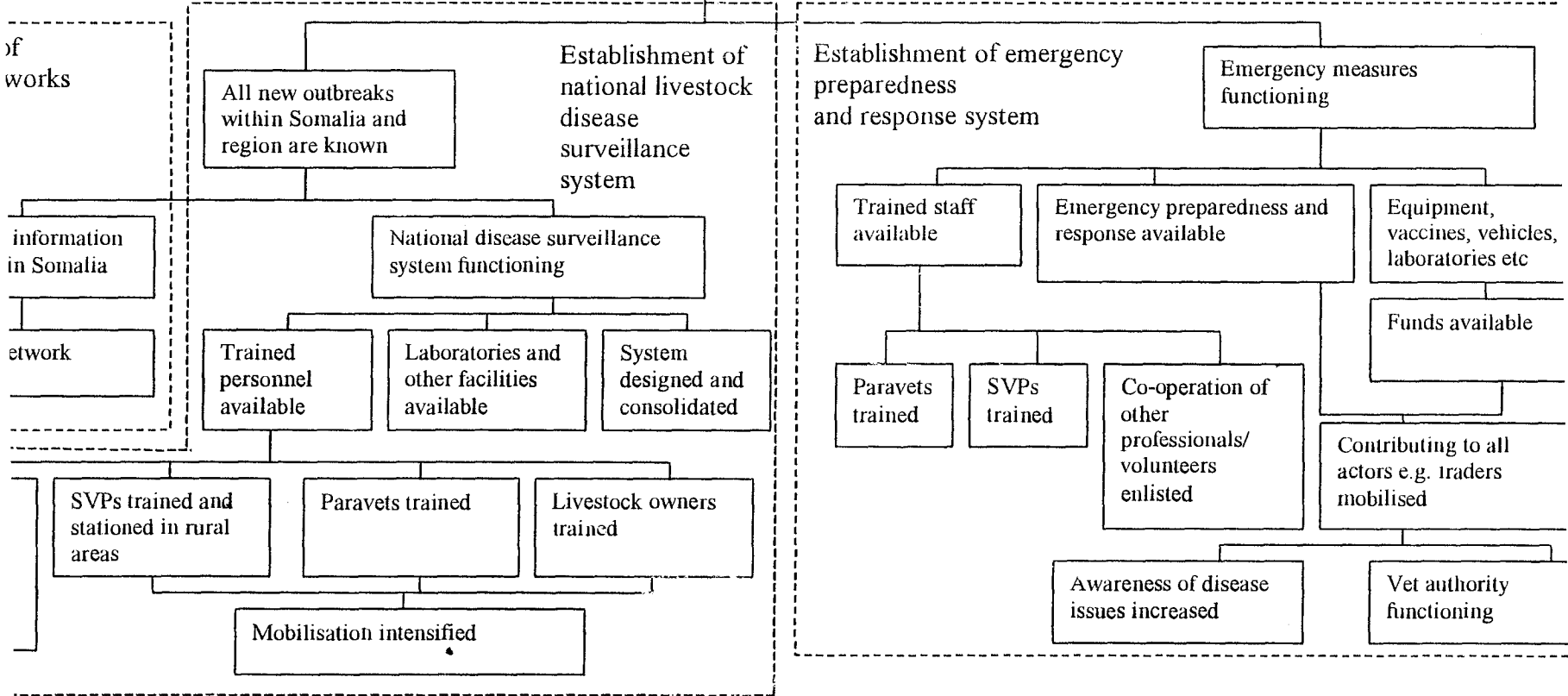
Cross-border regulations established and enforced
National vet authority re-established
Sufficient resources available

Occurrence of major livestock diseases is considerably reduced in Somalia

Continued to objectives tree section 3

Introduction of epidemic diseases into Somalia minimised

All new outbreaks of diseases are eliminated or controlled near border



Occurrence of major livestock diseases is considerably reduced in Somalia

continued from objectives tree section 2

Internal control of diseases is very much improved

Preventive measure enhanced

Continued to objectives trees section 4

Intensification of vaccination campaigns

Adequate vaccination coverage achieved

Continued to objectives tree section 4

Sufficient equipment available

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SVPs
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Vet school
re-opened

Stop

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OBJECTIVES TREE SECTION 3

Government investments increased
Vet authority functioning
Strengthening of public vet sector

Private investment stimulated
Security enhanced
Profitability of work increased
Private practice stimulated
Cost covering fee structures installed
Role of private sector promoted
Advisory services provided
Loans for fixed and working capital available
Support to private vet sector

Cost of equipment minimised
Appropriate technologies adopted

Community investment stimulated
Awareness about effects of diseases increased
Establishment of disease surveillance system
Routine surveillance carried out
Surveillance system operational
Sustainable funds available
Socio economic studies carried out
Conducting of economic assessment studies

Occurrence of major livestock diseases is considerably reduced

Internal control of diseases is very much improved

Preventive measures enhanced

Continued to objectives tree section 5

Adequate vaccination coverage achieved

Timely isolation of infected livestock achieved by livestock owners and traders

Sufficient quantities of good quality vaccines available at grassroots level

Awareness about symptoms of diseases increased

Vet ethics overriding immediate profitability and other motives

Quality controls of medicines continued
Medicines available

Sustainable funding modalities worked out operationalised

Strengthening of vet sector

Appropriate transport available
Co-operation between all actors consolidated
Networks of actors promoted

Improved target groups/ specific messages elaborated

Creative communication systems employed

Extension systems revitalised

Other appropriate communication strategies adopted

Stop

Long-term horizons/ considerations cultivated

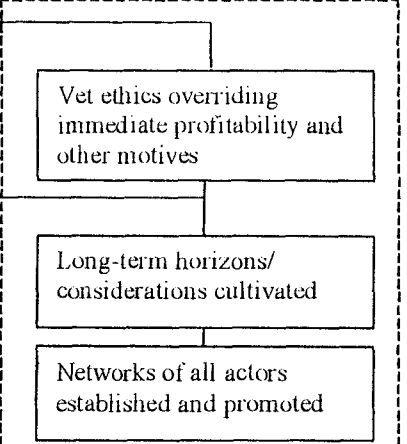
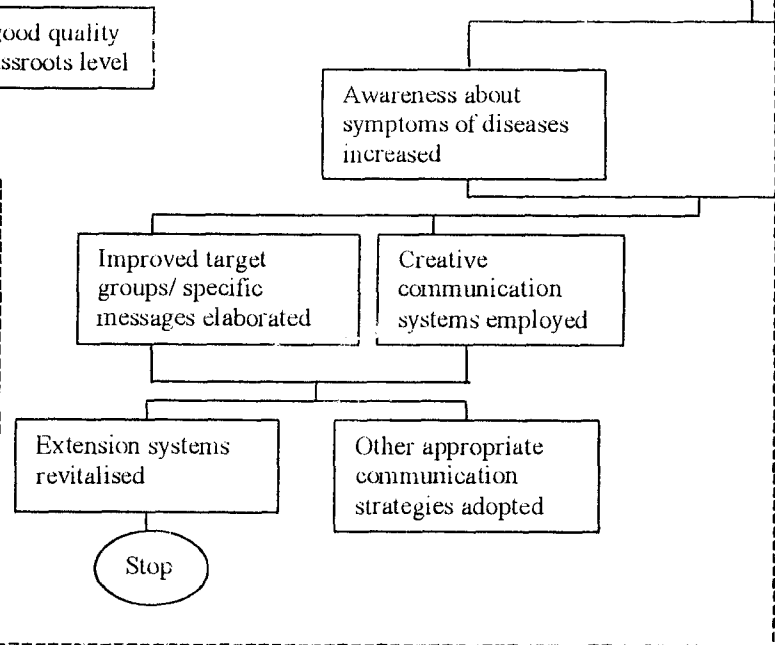
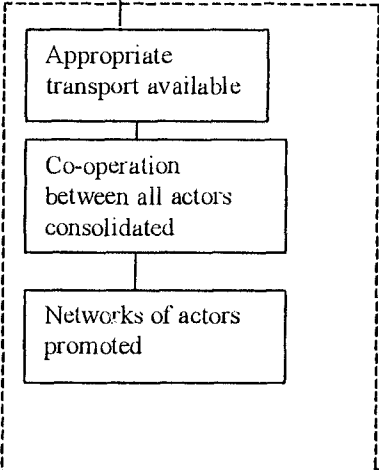
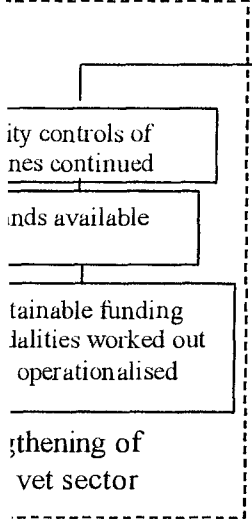
Networks of all actors established and promoted

Promotion of co-operation and networking among all classes of actors

OBJECTIVES TREE SECTION 4

Inferred from objectives section 3

Inferred from objectives section 3



Occurrence of major livestock diseases is considerably reduced in Somalia

Internal control of diseases is very much improved

Continued from objectives tree section 4

Effectiveness of therapy enhanced

Disease resistance to drugs minimised

Proper utilisation of drugs achieved

Ethical drugs properly purchased from pharmacies
Appropriate training provided

Ethical drugs properly utilised by professional vets

Strong linkages between L.O., paravets and professional vets established

Training of professional vets and paravets intensified

Training of professional and para professional vets

Appropriate quality drugs purchased from pharmacies

Appropriate quality drugs stocked in pharmacies

Only appropriate quality drugs imported

List of recommended drugs available

Drug quality control board in place

Pharmacies operated by qualified personnel

Qualified personnel available

Pharmaceutical regulations enforced

Pharmaceutical regulations established

Stocking rate optimised

Expired drugs eliminated

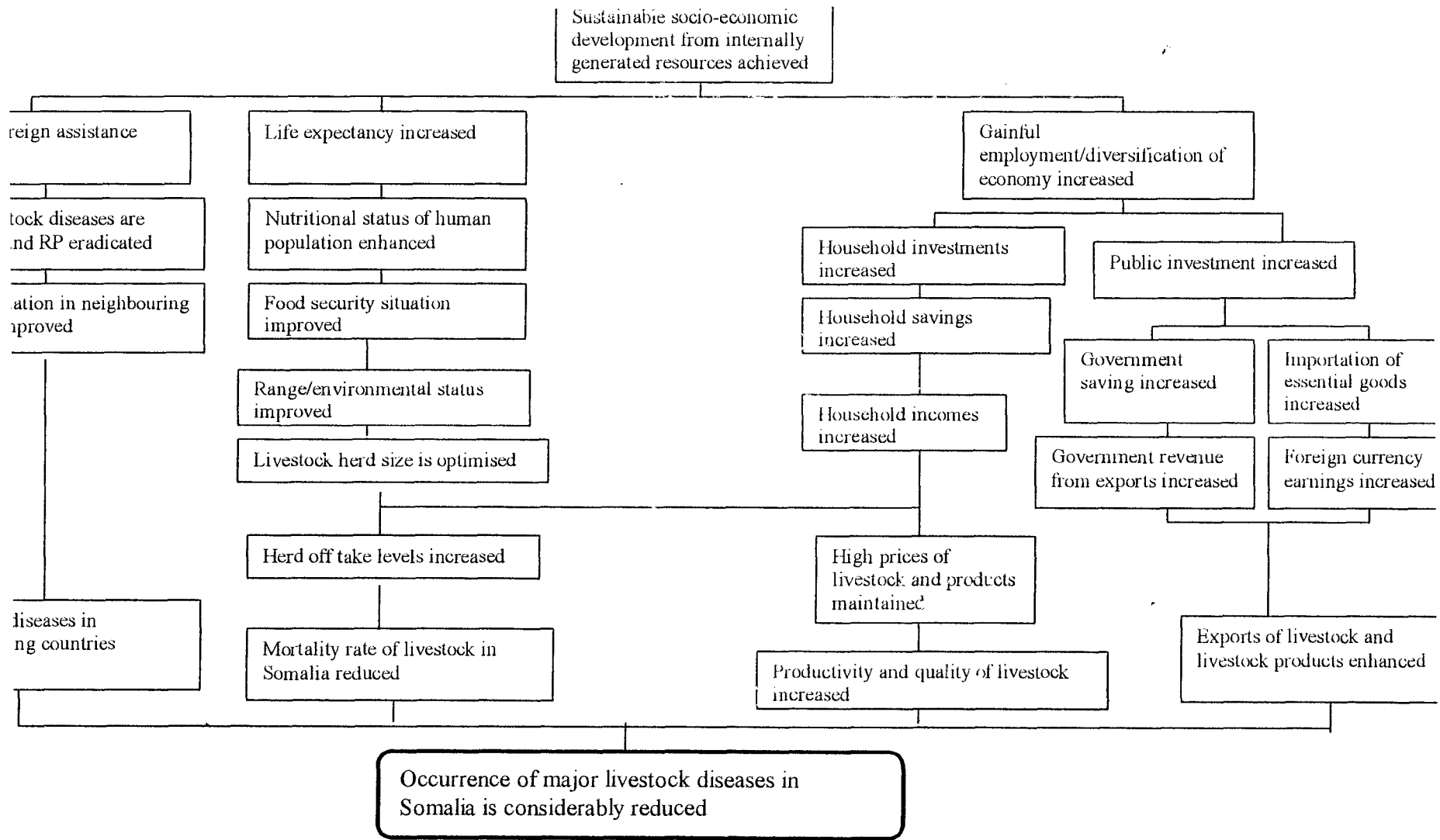
Drug shop inspection intensified

Ethical aspects overriding profit motives

Initiation of establishment of vet drug quality control system

Vet authority functioning

OBJECTIVES TREE SECTION 5



Annex 3
Logical Framework

LOGFRAME FOR:

SOMALI PACE PROGRAMME

COUNTRY: SOMALIA
 Planning Period: 01/05/00 - 31/10/04
 Planning Date: 02/2000

PN. 6125 / REG

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Overall Goal</p> <p>Production of livestock as well as products derived from livestock and related products are increased.</p>			
<p>Specific Purpose</p> <p>Livestock owners, traders, public and private animal health workers (AHW), cooperate to reduce the impact of major livestock diseases.</p>	<ul style="list-style-type: none"> - 2 years after completion of prescribed training and assistance by the programme, 4/5 professional association(s) of AHWs and 3/5 of promoted networks continue to exist with the following features: <ul style="list-style-type: none"> ● Convening of regular meetings, which realize quora, ● Pursuing of objectives according to constitution(s) e.g. contribution to policy formulation, laws, regulations, guidelines etc, ● 4/5 of male and female members pay subscriptions within 3 months of demand, ● Election or nomination of male and female officials according to constitution(s), ● Audited accounts reflect positive image of organization(s), ● 3/5 of members express satisfaction with officials and general conduct of business. - With effect from 09/2003, nomads, livestock traders, public and private sector AHWs operating in areas not directly contacted by PACE programme start to engage in consultative and collaborative livestock health promoting activities recommended by the programme e.g. vaccinations, association(s), networks etc. - With effect from 09/2003 a Veterinary Board comprising of key stakeholders e.g. public AHWs, private AHWs, traders etc. will be in place at least in Somaliland and Puntland. - By 03/2004 there will have been a quantifiable reduction in the number of new outbreaks of major diseases entering Somalia. - Concerning rinderpest; Somaliland and Puntland will be on the OIE pathway, and the disease situation in Central and southern Somalia will have been accurately defined through disease surveillance. 	<ul style="list-style-type: none"> - Minutes of meetings. - Letters or reports on activities. - Financial records of networks / associations. - Auditors' reports. - Opinion survey of sample of members. - Participatory impact monitoring and evaluation reports of PACE. - OIE reports. 	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Int /Output</p> <p>Capabilities of public sector AHWs to regulate, coordinate, monitor and evaluate the livestock development sector are strengthened.</p> <p>Activities;</p> <p>Advise on roles and responsibilities of public servants and other actors in the livestock sector (see activity 2.1).</p> <p>Assist public servants to propose appropriate laws, regulations/ guidelines.</p> <p>Advise on appropriate personnel establishment and respective budgets.</p> <p>Assist public sector to contract private sector professionals to carry out certain essential duties and popularise that approach to work.</p> <p>Train selected personnel in technical and management subjects according to needs.</p> <p>Contribute to re-establishment of public infrastructure, vehicles, equipment etc.</p> <p>Promote effective implementation of initiatives and policies developed under 1.1, 1.2, 1.3, and 1.4.</p> <p>Initiate establishment of an effective and efficient livestock information system.</p> <p>Establish linkages between Somali public servants and public servants of neighbouring / regional countries.</p>	<ul style="list-style-type: none"> - By 03 /2002, promoted public servants in Puntland and Somaliland have been exposed to a bottom - up, broadly based, participatory and consultative process for formulating policies, laws, regulations and guidelines. - By 12/2002 progress on key PACE activities in Puntland and Somaliland are as follows: <ul style="list-style-type: none"> • Draft livestock sector laws, regulations etc, have been tabled for adoption by higher level authorities, • At least 4/ 5 of public sector veterinary personnel are registered and licensed according to regulations, • At least 3/5 of practicing private vets, pharmacists and pharmaceutical traders are registered and licensed according to regulations, • At least 3/5 of traded pharmaceutical products are registered, • Livestock sector reports containing data on trade and disease situation are published every 6 months. 	<ul style="list-style-type: none"> - Minutes or reports on policy formulation fora. - Participatory M+E reports of PACE. - Draft laws, regulatives, guidelines etc. - Official register of veterinarians. - Official register of pharmacists/pharmacies. - Register of drugs and medicines. - Livestock sector reports. 	<ul style="list-style-type: none"> - Competent personnel are retained in public service. - Adequate funds are allocated to livestock sector by treasury.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Output</p> <p>Capabilities of private AHWs to engage in curative and preventive services are enhanced.</p> <p>activities:</p> <p>Divide on appropriate roles and responsibilities for private sector AHWs (see activity 1.1).</p> <p>Assist willing private sector AHWs to establish and to operate professional association(s).</p> <p>Train selected private sector AHWs to effectively play agreed roles e.g., curative duties, preventive duties, consultancy services to exporters etc.</p> <p>Promote working relationship between professionals and para-professionals.</p> <p>Link private sector AHWs to appropriate sources of financing for fixed and working capital needs, preferably under umbrella of association(s).</p> <p>Enable private sector AHWs to effectively contribute to policy dialogue, laws, regulations, guidelines, etc.</p>	<ul style="list-style-type: none"> - With effect from 01/2002 in areas directly contacted by the programme progress on key issues of interest will be as follows: • Ratio of head of livestock per para vet will be significantly reduced, • 6/10 of nomads will express satisfaction with services of trained professional and para professional personnel on issues such as: rate of success of treatment or advice, charges for services, communication / client relations, promptness of availability of personnel etc, • Number of professional vets regularly working with CBAHWs will be increased, • 7/10 new outbreaks of notifiable diseases have been rapidly controlled by campaigns utilising private practitioners. • Number of professional vets operating in rural areas will be increased, • At least 1 association of private vets has been established and is holding regular official consultations with public sector personnel. 	<ul style="list-style-type: none"> - PACE participatory M+E. - Opinion survey of sample of nomads. - Treatment / case records of SVPs. - Port records of exports. - Minutes of meetings. - Exchange of notes. - Disease surveillance reports 	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Output</p> <p>Restock disease surveillance system functioning.</p> <p>activities:</p> <p>create awareness about current status of restock diseases and their impact in Somalia with specific reference to rinderpest</p> <p>plan and initiate a sustainable livestock disease surveillance system, ensuring to involve a broad spectrum of stockholders in the process.</p> <p>train selected public and private sector personnel, livestock owners, traders etc. on relevant aspects of the system.</p> <p>establish the system (basic and referral laboratories, survey teams etc).</p> <p>coordinate initial implementation (testing) of system and adjust as necessary (data gathering, analyses, dissemination feedback etc).</p> <p>conduct survey for rinderpest and other major diseases, and carry out specific studies according to needs.</p> <p>activate local stakeholders to monitor and evaluate system and to disseminate results locally and to neighbouring countries.</p>	<ul style="list-style-type: none"> - With effect from 12/ 2002, a surveillance system will be operating in the project area which will have the following features: <ul style="list-style-type: none"> • Reports emanating from livestock owners with regard to potential outbreaks of reference diseases reach decentralized epidemiological unit within 3 days, • Routine monthly reports from project area reach national epidemiological unit within 30 days, • 4/5 of reports of potential outbreaks of reference diseases are followed up on the 48 hours, • All potential outbreaks of epizootic diseases are investigated according to recommended procedures/schemes of work within 7 days, • All laboratory specimens are analysed / examined according to recommended procedures and reports issued to relevant parties within 7 days. 	<ul style="list-style-type: none"> - Routine and special disease surveillance reports. - Follow-up reports. - Treatment case records of SVPs. - Laboratory analyses reports. 	<ul style="list-style-type: none"> - Somali authorities sustain surveillance system - Improved security situation allows access to surveillance areas

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>t / Output</p> <p>Emergency preparedness and response systems are functional, especially to rinderpest.</p> <p>activities:</p> <p>Advise on establishment of vertically integrated EP & R structures involving multidisciplinary private and public sector personnel.</p> <p>Advise on appointment of a zonal / national EP & R co-ordination team (see activity 1.3).</p> <p>Advise on formulation of EP & R laws, regulations, guidelines and procedures (see activity 1,2).</p> <p>Advise on elaboration and provision of EP& R budgets, stocks, equipment, vehicles etc (see activity 1.3).</p> <p>Coordinate training of staff and livestock owners on emergency laws, regulations, procedure etc (see activity 1.5).</p> <p>Output system (Dry runs).</p> <p>Coordinate emergency action for the control/ eradication of confirmed outbreaks of rinderpest or other epidemics.</p>	<p>By 12/2003, recommended emergency preparedness and response structures, personnel, vehicles, materials and equipment will be in place in Puntland and Somaliland and at least 1 dry test run will have been undertaken and rated as satisfactory on all key elements / steps.</p> <p>- All confirmed outbreaks of rinderpest or other epidemics have been successfully controlled and the source eradicated.</p>	<ul style="list-style-type: none"> - Test report. - Inventory records. - Verification reports. 	<ul style="list-style-type: none"> - Somali authorities will sustain system. - Improved security situation allows access to outbreak areas.

INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASUMPTIONS
<p>ult / Output</p> <p>.ocal networks for promoting livestock health are functioning.</p> <p>1 activities:</p> <p>Publicize objectives, activities, mode of operation etc of PACE animal health networks (see activity 3.1).</p> <p>Advise relevant stakeholders to form effective networks.</p> <p>Assist stakeholder to adopt appropriate objectives and activities for assorted networks.</p> <p>Elaborate and implement plan for building capacities of networks.</p> <p>Participate in activities of area based, national and international networks.</p> <p>Publicize activities, outputs and impacts of network with particular emphasis on regional status of rinderpest.</p>	<ul style="list-style-type: none"> - Within 1½ years of commencement or initiation of network, formal prescribed advisory services and training by programme will be completed and networks will have the following features: <ul style="list-style-type: none"> • Constitution(s) / list(s) of objectives, • Activity plan for, say 6 - 12 months, • 9/10 SVPs and 6/10 pastoralist associations participate in the network. • Regular meetings which realize quora to exchange information etc, • An increasing number of activities not funded by programme or increased co-funding of activities from internally generated resources. - Within 2 years of commencement of the project, regular monthly messages on the zonal and regional disease situation are disseminated and received by network members. 	<ul style="list-style-type: none"> - Constitutions / objectives of networks. - Reports on activities of networks. - Minutes of meetings. - Register of network participants. - Records in network archives related to incoming and outgoing messages. 	<ul style="list-style-type: none"> - local administrative supports free exchange of information

INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Output</p> <p>Programme is effectively co-ordinated.</p> <p>Activities:</p> <ul style="list-style-type: none"> - Formulate appropriate modalities for co-ordinating and steering PACE in Somalia (dichotomous approach). - Agree on appropriate project implementation areas. - Identify and contract implementation partners. - Establish PACE offices and management structures according to agreements. - Elaborate and implement annual workplans and participatory M +E system. - Convene steering / co-ordination meetings and report on progress regularly. - Provide buildings, motor vehicles, equipment, materials and operating funds on timely bases. - Contract and deploy short-term experts. - Ensure harmonisation of activities within the country and effective linkage within the region. - Facilitate timely backstopping of operations. - Advise on sustainable extension project activities beyond project implementation areas. 	<ul style="list-style-type: none"> - Project activities proceed according to workplans. 	<ul style="list-style-type: none"> - Annual workplans. - Minutes of steering committee meetings. - Memoranda of understanding/agreements. 	<ul style="list-style-type: none"> - Security / stability is maintained. <hr/> <p style="text-align: right;">Preconditions</p> <hr/> <p>Security and social stability in Somalia is maintained.</p>

Annex 4
Implementation Timetable

