Organization of African Unity Interafrican Bureau for Animal Resources
OAU/IBAR

Connor

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

REPORT OF THE WORKSHOP TO FORMULATE A STRATEGY FOR THE PACE PROGRAMME

Held at Garden Hotel
Machakos, Kenya

3 –7 OCTOBER 2000

Summary

This workshop had been included as an activity of the first work programme for the Pan-African Programme for the Control of Epizootics (PACE) Common Services and Co-ordination Units, but it had been postponed by two months. The aim of the workshop was to draft a PACE strategy document, which, after further refinement, would be presented to the Advisory Committee.

The PACE Programme aims to establish and strengthen sustainable epidemiological surveillance of major epizootic diseases and safeguard animal production in Africa. It is a complex programme that covers 32 sub-Saharan countries; it has four major thrusts and six themes, which are represented by the technical units of the Common Services.

Participants in the workshop included the PACE technical experts and counterparts of the Common Services from Central, Eastern and Western Africa, most of the technical staff of the PACE Co-ordination Units in Bamako and Nairobi, and representatives of the OAU/IBAR and the European Commission. They reviewed the process of strategy development and examined the proposals of each Common Services Unit, using standard criteria to screen for sustainability of programme impacts.

The financing agreement for the PACE Programme provides an outline logical framework that orients the programme. It required development to ensure effective project management at national and regional levels.

It became evident that, to implement the PACE Programme, close collaboration between Units will be necessary and that this will require effective teamwork in planning, implementation, and monitoring.

The workshop participants identified problems and constraints likely to arise during the programme. They agreed on a range of remedial actions, most of which would be undertaken routinely in the course of implementation. Detailed discussions will be held between each Unit and the PCU staff in the preparation of the second year's work programme.

The aims of this workshop were partially achieved. It provided the foundation for the development of a coherent strategy for the PACE Programme, and for the development of work programmes, through which the PACE Common Services will provide support to the national PACE programmes.

The participants generally regarded the workshop as satisfactory, although there was too little time to finalize the detailed planning of the work programmes of the various units.

The moderator's report highlights the high workload and the growing concern at the delay in the launch of the PACE Programme, especially at the national level. His recommendations will be taken into account in planning at regional and national levels. In view of the PACE member countries' limited capabilities to develop logical frameworks, it was recommended that the PCU provide assistance, to improve the basis for monitoring and evaluating the programme.

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1. INTRODUCTION

In 1999, the Organization of African Unity Interafrican Bureau for Animal Resources (OAU/IBAR) and the Commission of the European Communities signed a financing agreement for the Pan-African Programme for the Control of Epizootics (PACE). The programme is designed to contribute to the medium- to long-term objective of promoting food security through sustainable livestock production and improved livestock trade, especially in exports, which currently are difficult for most African countries because of the prevalence of various notifiable diseases on the continent. PACE has been built upon the success of the Pan-African Rinderpest Campaign (PARC) and has broadened its scope to include other important epidemic diseases of livestock in Africa, whilst continuing with the eradication of rinderpest from remaining foci in East Africa.

The main output of the PACE Programme will be to encourage and enable PACE member states to maintain active surveillance of significant diseases, which will assist the strategic control of priority diseases at national and regional levels.

The majority of the staff of the PACE Common Services took up their posts in June and July 2000, and there was a need to define initial strategies for assisting national PACE programmes in a co-ordinated manner.

To achieve this, the PACE Advisory Committee recommended a facilitated workshop to develop a better understanding of the vision and strategic framework under which PACE activities are to be undertaken. The Committee recommended that the Programme Co-ordination Unit (PCU) should re-examine its general approach to develop and administer the PACE Programme.

Participants in the workshop included the PACE technical experts and counterparts of the Common Services from Central, Eastern and Western Africa, most of the technical staff of the PACE Co-ordination Units in Bamako and Nairobi, and representatives of the OAU/IBAR and the European Commission.

The methodology included initial keynote presentations on the main aspects of the Programme, a review of the logical framework of the PACE Programme, the definition of milestones and indicators for monitoring and evaluation, and the identification of priorities and limitations within the programme.

Mr Sam Sekyembe, a consultant moderator/facilitator, managed the workshop.

2. THE AIM OF THE WORKSHOP

The workshop had been foreseen as activity 5.7 of the first annual work programme for the PACE Common Services and Co-ordination Units, and had been scheduled for July/August but, because of delays in the arrival of PACE staff, it had been postponed.

The aim of the workshop was that, by the time it ended, a PACE baseline strategy document would have been drafted, which, after further refinement, would be presented to the PACE Advisory Committee at its next meeting in January 2001.

It was expected that, by the end of the workshop, the participants would have:

(1) Achieved a common understanding with regard to:

a) the salient problems, weaknesses and constraints that necessitated the establishment of PACE;

b) the vertical integration of and interface between PACE, and its predecessor, *i.e.* the PARC programme;

c) the interpretation of the logical framework (Overall Goal, Programme Purpose, Results/Outputs, Main activities, Objectively Verifiable Indicators, Means of Verification and Important Assumptions) for PACE;

(2) Adopted a common stand with regard to the individual and joint strategies (objectives/sub-objectives, approaches, activities, collaborations, zones of focus *etc*) to be embarked on by each component/unit of the PACE Common Services, under the umbrella of OAU/IBAR.

(3) Agreed on practical measures to ensure effective and efficient steering, co-ordination and facilitation of PACE at global, regional and national levels.

3. BACKGROUND TO FORMULATING A STRATEGY FOR PACE

3.1 THE COMPLEXITY OF PACE

The PACE Programme is complex. It covers 32 countries in central, eastern and western Africa, south of the Sahara, and has four thrusts directed at:

1. Building national capacities for epidemio-surveillance of major animal diseases
2. Improving the delivery of veterinary services
3. Achieving the eradication of rinderpest
4. Assisting in the control of other epizootic diseases

The Programme also has six themes represented by technical units of the Common Services, namely:

1. Community-based initiatives related to animal health
2. Communications
3. Economics (socio-economics)
4. Epidemiology and wildlife diseases
5. Information management
6. Veterinary legislation and privatization

3.2 THE IMPLEMENTATION OF PACE

The PACE Programme has a participatory approach and will address the key crosscutting issues of:

- Capacity building
- Technology transfer, and
- Environment

Globally, the OAU/IBAR is the implementing agency of the PACE Programme and has established a Programme Co-ordination Unit in Nairobi. At Regional level, co-ordination units have been established in Bamako and Nairobi, to cover central and western Africa, and eastern African countries, respectively. An epidemiologist is stationed in N'djamena, Tchad; the Pan-African Veterinary Vaccines Centre (PANVAC) in Debre Zeit, Ethiopia, will provide quality assurance for vaccines, including those that the PACE Programme might purchase.

In each of the 32 PACE member countries, a national PACE co-ordination office will be established, usually within the government department of veterinary services, and each country will nominate a National PACE Co-ordinator: most had done so by the time of the workshop.

3.3 GUIDELINES FOR STRATEGY FORMULATION

In the context of sustainable development, "*strategy*" refers to the approach adopted to achieve desired impacts (*i.e.* addressing priority needs) by the optimal use of resources (human, material, and financial).

Strategy formulation is an iterative process that has several essential elements, which include:

1. Identification of needs
2. Identification of priorities/desired impacts to be achieved with the resources available
3. Determination of the resources required and those available
4. Determination of the resource gap(s)
5. Assessment of the sustainability of impacts by screening proposed strategy options using the following criteria:

- Policy[1] framework
- Socio-economic and socio-cultural sustainability
- Institutional sustainability
- Technical sustainability
- Environmental sustainability

[If a strategy option fails to comply with one or more of these criteria, it would be rejected and an alternative strategy option would be screened]

6. Development of an operational plan
7. Implementation of the plan
8. Monitoring implementation
   [provides feedback for replanning during implementation]
9. Evaluation of impacts
   [provides feedback on effectiveness and efficiency of strategy]

In the formulation of a strategy for the PACE Programme's Common Services and Co-ordination Units, the proposals of each component or unit should be screened by the criteria listed above. Participants applied the criteria during group discussions.

3.4 Status of National PACE Programmes (October 2000)

After the first meeting of the PACE Advisory Committee in March 2000, OAU/IBAR approved the proposals received from seven countries. The European Commission approved the release of EDF funds to implement the national PACE programmes of five[2] of these seven countries with effect from August 2000.

For political reasons, no national PACE programmes were to be implemented in Burundi, Liberia or Sierra Leone in the foreseeable future.

After the second meeting of the PACE Advisory Committee, in July 2000, a second batch of proposals were approved, subject to necessary modifications being made. Of these countries[3], revised proposals had been received from most of the countries in western Africa. Proposals had also been received from Eritrea and Niger; these had been approved in March 2000. The proposal for activities to be funded by PACE in Somalia required minor modification and that for Sudan required considerable development.

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[1] Screening for compliance with "Policy" requirements entails an analysis of the policy framework related to, in the case of PACE, the government policies on livestock development, animal disease control, veterinary legislation, information sharing, and other issues. This answers the question "*Is the proposed strategy supported by the policy framework?*" Similar analyses are to be completed for each screening criterion.

[2] Ethiopia, Guinée Conakry, Mali, Rwanda and Senegal

[3] Benin, Burkina Faso, Cameroon, Cote d'Ivoire, Djibouti, Gabon, Ghana, Mauritania, Tchad, Togo, Kenya, Tanzania, and Uganda.

The launch of national PACE programmes in Congo Brazzaville, Democratic Republic of Congo, Gambia, Guinée Bissau, Guinée Equatoriale and Nigeria were ranked as a lower priority at this stage.

To facilitate implementation, the PCU encouraged National PACE Co-ordinators to:

- Respect the indicative budget ceiling, referred to in the Memorandum of Understanding between the Regional Authorizing Officer of the EDF and the National Authorizing Officer
- Comply with PACE framework of the four thrusts, indicated as four "Results" in the outline logical framework of the financing agreement
- Accept the need for revision of the national PACE programme logical framework to assist project management

At the time of the workshop, the impact of national level TAs on the global national budgets had not been determined precisely and mechanisms to debit the costs of such technical assistance to national programmes remained to be agreed.

3.5 PRINCIPAL CO-ORDINATION ACTIVITIES

Two-thirds of the PACE funds (*i.e.* €53 400 000 of the total €72 000 000) are allocated to the national programmes, which constitute the main mechanism of implementing the PACE Programme. The PACE Common Services and Co-ordination Units have the responsibility to provide priority support for the national programmes in terms of:

- Launching the programmes
- Focusing on priority countries (related to rinderpest epidemiology and funding status)
- Ensure consistent negotiations with countries to ensure compliance with the requirements of the PACE framework
- Provide updates of information and PACE guidelines
- Conduct training needs assessment

As a principle, the national PACE programmes are clients of the Common Services whose demands for assistance should receive appropriate responses.

4. THE LOGICAL FRAMEWORK OF THE PACE PROGRAMME

The financing agreement for the PACE Programme provides an outline logical framework that orients the programme, and provides direction for national programmes, Common Services and Co-ordination Units alike. It required further development to enable more effective project management at national and regional levels.

The participants discussed the logical framework specifically as it related to the PACE Common Services and Co-ordination Units. Separate logical frameworks have been or will be developed for each national PACE programme. It was recognized that these should be revised and developed in a fully participatory manner, a process that will require the expert assistance of short-term consultant moderators on a country by country basis.

The participants developed a logical framework for the PACE Common Services and Co-ordination Units. It was refined after the workshop (Annex 3).

5. COLLABORATION BETWEEN THE UNITS/COMPONENTS OF THE PACE COMMON SERVICES

The participants examined in detail their units' responsibilities for the implementation of the main activities listed in the logical framework. Their collaborative roles and complementary responsibilities were summarized in an "Activity collaboration matrix" (Annex 4).

It was evident that, to implement the PACE Programme, close collaboration will be necessary. This will require effective teamwork in planning, implementation and monitoring.

Team building activities will be essential to ensure the success of the PACE Programme.

6. PROBLEMS AND CONSTRAINTS ENCOUNTERED OR ENVISAGED IN THE IMPLEMENTATION OF PACE, AND PROPOSED SOLUTIONS

In the light of the extensive collaboration required between the different units of the PACE Common Services, the workshop participants undertook an analysis to identify the problems and constraints that they have already faced, or which they anticipated that they would encounter, during the implementation of the programme. The results are contained in Annex 5.

It was concluded that the solutions to the numerous problems and constraints that were identified could be managed as outlined below.

AT NATIONAL LEVEL

The options identified to ensure smooth implementation of the national PACE programmes were:

- The appointment of a full-time government officer who should spend 100% of his/her time on PACE-related matters, or
- The appointment of a full-time government officer who should spend a percentage of his/her time on PACE, with support from another government officer, or a technical assistant (TA) who would support and collaborate with the government officer

- A full-time TA collaborating with whoever is available and willing to assist the implementation of PACE

Important points were noted related to national PACE programmes, including:

i. PARC catered for vaccinations, which were not always being tackled by government services (NGOs had an important role)

ii. PACE is a technical co-operation programme that aims too build capacity; the potential exists for conflicts of interest.

iii. Contributions must be solicited from member countries in terms of personnel, materials, facilities and finance.

TECHNICAL ASSISTANCE TO NATIONAL PROGRAMMES

The PACE PCU has drafted a proposal for the provision of TA to some national PACE programmes, notably those in eastern Africa where the risk of rinderpest is highest. Additionally, a provision for standby medium- and long-term TA has been made. Participants agreed on the need for short-term TA to provide a wide range of skills, especially related to project management.

PROPOSAL TO INCREASE PROJECT MANAGEMENT SKILLS AND CAPACITY AT NATIONAL LEVEL

It was agreed that to increase the skills and capacity at national level to manage the PACE programme effectively, the following measures should be adopted.

- Introduce the basis for the revision of logical frameworks and strategic planning at two PACE Regional planning meetings (eastern Africa, and central/western Africa).
- PACE Common Services and Co-ordination Units should assist in convening a facilitated National meeting/workshop in each PACE country that has received funding.

This proposal will be followed up at the next regional co-ordination meeting in the first half of 2001, with the expected output, by end of 2001, of having significantly boosted capacities to plan and monitor the implementation of national PACE programmes.

AT REGIONAL LEVEL

Participants agreed on a range of recommendations and actions; these are reported in Section 8 (below).

7. STRATEGY OF THE PACE PROGRAMME

By its nature, a strategic approach has to be flexible to respond appropriately to changing circumstances to ensure that the desired impacts can be achieved, provided that they are still relevant in the context of the policy framework.

The PACE Programme should develop a capacity for strategic planning. This would necessitate the periodic revision of the overall strategy and its components.

The participants briefly reviewed the overall strategy for the PACE Programme and then discussed in more detail its main elements as they relate to the Programme's components. It was agreed that there was too little time during this workshop to finalize a strategy document and that this should be done immediately after the workshop, as a matter of high priority.

The next step would be for the PCU to harmonize them, in order to achieve the necessary inter-unit collaboration and teamwork that will support the implementation of national PACE programmes.

8. ACTIONS ARISING AND TIMEFRAME FOR IMPLEMENTATION

The participants discussed at length the numerous problems and constraints that they had identified (Section 6 above and Annex 4). Certain problems and constraints would be reviewed and solutions might be proposed by the mid-term evaluation of the PACE Programme, scheduled for the end of the second year (November 2001).

Participants identified the actions arising from the workshop and those related to the present work programme of the Common Services and Co-ordination Units (listed in Tables 1 & 2). The participants raised questions and highlighted issues that need to be addressed (Table 3).

At the end of these discussions, it was agreed that many of the points raised would be addressed in the course of implementation of the Programme.

The activities of the individual Common Services units will be described in their work programmes and should include those actions identified during the workshop, as appropriate. These subjects will be discussed with the PCU staff in the preparation of the second year's work programme.

9. CONCLUSIONS

The aims of this workshop were partially achieved. The foundation was laid for the development of a coherent strategy for the PACE Programme and for the development of work programmes, through which the PACE Common Services will provide support to the national PACE programmes.

Important actions were identified to ensure the timely implementation of the programme and recommendations were made to improve implementation, particularly at the level of the PCU.

The results of the evaluation of the workshop (Annex 7) show that the participants generally regarded it as satisfactory. It provided a useful opportunity for personal contact and discussions, and was helpful to most participants (11 out of 13). It was clear that there was too little time to complete the detailed planning for the work programmes of the various units of the Common Services.

The moderator's report (Annex 8) includes important observations. These highlight particularly the high workload of the PACE Programme Co-ordination Unit and the widespread and increasing concern at delays in the launch of this ambitious Programme.

The moderator's recommendations should be taken into account in planning at regional and national levels. The essential role of teamwork, along the lines expressed in the activity collaboration matrix that was elaborated during the workshop, should be recognized and supported.

In view of the PACE member countries' limited capabilities to develop logical frameworks for their national PACE programmes, the PCU should help them to gain an understanding of the logical framework, in the context of project cycle management. This would improve the implementation, monitoring and evaluating the PACE Programme.

Table 1

List of agreed actions, responsibilities and timeframe for PACE Common Services and Co-ordination Units, and OAU/IBAR

Action	Responsibility	Priority[4]
Obtain consultant services to review the management and administration at PACE PCU to address a range of issues, including: • Staff roles, responsibilities • Terms and conditions of service for counterpart technical staff • Financial procedures for PACE • The establishment of a staff development programme for PACE PCU/IBAR and Common Services staff • Improved communications infrastructure, practices and materials	OAU/IBAR	High
Obtain OAU travel documents to facilitate cross-border missions	OAU/IBAR	High
Obtain the support of OAU Member States to obtain more ready access to insecure zones	OAU/IBAR	High
Strengthen links with other international organizations	OAU/IBAR	Medium
Draft proposals for to obtain funding for the new posts envisaged for IBAR by the end of the PACE Programme	OAU/IBAR	Medium
Provide assistance in obtaining greater political support for government funding/commitment	OAU/IBAR	
Propose measures to streamline the procedures for release of funds to PACE countries	PCU	High
Request derogation/waiver to purchase vehicles not of EU origin, as necessary	PCU	High
Finalize the emergency fund for rinderpest.	PCU	High
Address the environment issue.	PCU	
Adopt an affirmative action approach to the gender issue (including the posts for which recruitment is in progress)	OAU/IBAR, PCU,	High
Initiate socio-economic research on such subjects as the willingness of farmers to pay for services.	Economics Unit	Medium
Develop performance indicators for countries to adapt and adopt	Common Services & Co-ordination Units	Medium
Develop a policy for privatization	Vet Legis/ Privtzn Unit	Medium
Finalize the proposal for national level TA	PCU	High
Determine the impact of national level TAs on global budgets	PCU and Financial Controller	High
Finalize strategy proposals for PACE Common Services units	Heads of Units & PCU	Very high
Organize two regional meetings to introduce PCM planning and review of logical frameworks	PCU	Medium

[4] Priority ranked in terms of immediate or medium-term actions

Table 2

High priority and immediate main activities of the Programme Co-ordination Unit (PCU)

Month	Action	Dates	Person responsibl
October 2000	Attend meeting at IAEA, Vienna	16/10	Bessin
	DfID meeting on CBAHWs, London	19/10	Leyland
	PACE Emergency fund	By 19/10	Bessin
	CBPP consultative meeting, Rome	24-26/10	Bessin/Connor
	PACE CBPP research meeting, Rome	27/10	Bessin/Connor
	Finalize draft consolidated national PACE work programmes	By 31/10	Connor/Mertens
November	Proposal for National TA	By 17/11	Connor/Bessin
	Support mission to Tchad	By 30/11	Mertens
	Finalize PANVAC institutional status/ TA in post	By 30/11	Bessin/Solomon
	Finalize proposal for Somalia	By 30/11	Bessin/Connor
	Produce strategy PACE statement	By 30/11	Connor/Bessin
December	Prepare for 3rd meeting of PACE Advisory Committee	By 01/12	Bessin
	Draft 2nd AWP&CE for Common Services & PCU	By 31/12	Connor/Mertens
	Support mission to Sudan to finalize PACE proposal	By 15/12	Connor
	Draft framework for first year's annual report	By 31/12	Connor
	Recruit all PACE staff	By 31/12	Bessin
	Receive all proposed work programmes from Common services Units	By 15/12	Bessin/Connor/ Mertens
January 2001	Advisory Committee	15-17/01	Bessin/Connor/ Mertens
	OIE Africa Commission		Bessin
	Finalize 2nd AWP&CE		Bessin/Connor/ Mertens
	Extend current AWP&CE to 31/03	31/01	Bessin/Connor/ Mertens
February	Regional Co-ordination meetings	16-18/02 26-28/02	Bessin/Connor
March	Renew staff contracts	By 15/03	Bessin
	Organize tripartite review of cordon sanitaire	By 31/03	Bessin

Table 3

Important questions and issues that need to be addressed

COMMENTS, ISSUES AND QUESTIONS	COMMENT
Need clarification on the role of the Advisory Committee, Policy Committee (composition)	TORs for committees are clear and if necessary, however, membership can be improved upon
The plan for PACE may be too ambitious	Develop realistic work programmes
Is the scope presented too ambitious?	Set achievable indicators now and explore ways of reviewing plan *e.g.* at time of mid-term review
Can PACE objective be achieved in 4 years' time? If not what must be done now?	Alternatively identify countries in which to focus activities and respective flagships
How to scale down over-ambitious national programmes?	
The actual duration of PACE for member-states is 4 years at the most	
"Missing" ingredient components in the plan for PACE	
Proposal: stress of "privatization veterinary services to livestock owners" which seems to be either misunderstood or misperceived	
In the 4 thrusts of PACE eradication of rinderpest should be the second one	Numbering of results in a logical framework does not indicate ranking.
What about research component as a thrust?	Socio-economic research is missing
What will be the key performance indicators for PACE?	These will be devised when the logical framework is completed
Missing unclear linkages between PARC and PACE programme	
Specifically: what were the main problems encountered in PARC implementation? - Financial - Logistical - General Co-ordination	Sustainability is difficult to achieve
If PARC has established epidemio-surveillance network, why again as objective of PACE?	There is a need for further work
How will "we" eradicate rinderpest?	This is the task of the national PACE programmes
Unsatisfactory issues at national level	
How to avoid the impression that PACE is assisting to overcome recipient's budgetary constraints?	
Sustainability issues and national budgetary contributions remain unclear	
Does the country national PACE project reflect the spirit/goal of the global PACE philosophy?	

Table 3 (continued)

Important questions and issues that need to be addressed

COMMENTS, ISSUES AND QUESTIONS	COMMENT
Unclear programme co-ordination issues	
Can IBAR co-ordinate PACE activities in South Sudan?	
The role of PCU at IBAR in co-ordination of central and west African centers needs clarification	Intensify bilingualism otherwise all is OK
What is the difference (where are the boundaries) between communication and information management in the PACE context?	
Is IBAR the implementing agency for PACE Somalia?	
Unclear issues with respect to regional/zonal facilitation of programme	
Strategy development at sub-regional level not clearly expressed	
Stratification in 6 zones not well situated	
Links with SADC countries not clear *i.e.* PACE vs. SADC region	

ANNEXES
TO THE REPORT OF THE
PACE STRATEGY FORMULATION WORKSHOP

Annex 1	Workshop provisional programme
Annex 2	List of participants
Annex 3	Logical framework
Annex 4	Activity collaboration matrix
Annex 5	Problems and constraints envisaged in the implementation of the regional components of the PACE Programme
Annex 6	PACE mission commandments
Annex 7	Workshop evaluation
Annex 8	Consultant's report

WORKSHOP PROVISIONAL PROGRAMME

Day/Date	Time	Activity	Facilitator/Presenter
Monday, 02	1700 – 1900	Arrival at Garden Hotel	
Tuesday, 03	0830 – 1000	OPENING SESSION Plenary presentation and discussion of the road to PACE (problems/weaknesses being addressed) and relationship between PACE programme and PARC	Robert J. Connor René Bessin
	1000 – 1030	TEA BREAK	
	1030 – 1230	PACE logframe: Plenary session on (overall goal, programme purpose(s) Results/Outputs)	Moderator
	1230 – 1400	LUNCH BREAK	
	1400 – 1530	PACE logframe: Francophone and Anglophone working groups on the envisaged main Activities	Group chairpersons
	1530 – 1600	TEA BREAK	
	1600 – 1700	PACE logframe: Plenary session to adopt outputs of groupwork on programme Activities	Moderator/Group secretaries
Wednesday, 04	0830 - 1030	PACE logframe: Plenary session to continue adoption of programme Activities	Moderator/Group secretaries
	1030 – 1100	TEA BREAK	
	1100 - 1230	Pace logframe: Anglophone and Francophone groups to propose objectively Verifiable Indicators	Group chairpersons
	1230 - 1400	LUNCH BREAK	
	1400 - 1530	PACE logframe: Plenary session to agree on objectively verifiable indicators and Means of Verificatiion for Indicators	Moderator/Group secretaries
	1530 - 1600	TEA BREAK	
	1600 - 1730	PACE logframe: Plenary session to agree on Important Assumptions	Moderator
Thursday, 05	0830 - 1030	Anglophone and Francophone working groups to review/elaborate strategies of PACE Common Services	Group chairpersons
	1030 – 1100	TEA BREAK	
	1100 – 1230	Plenary presentations, discussions and adjustments of strategies of Common Services	Moderator/Group secretaries
	1230 – 1400	LUNCH BREAK	

Day/Date	Time	Activity	Facilitator/Presenter
Thursday, 05	1400 – 1530	Plenary presentations, discussions and adjustments of strategies of Common Services	Moderator/Group secretaries
	1530 – 1600	TEA BREAK	
	1600 – 1730	Plenary presentations, discussions and adjustments of strategies of Common Services	Moderator/Group secretaries
	1730 - 1900	Summarizing and prioritizing of adopted adopted strategies for Common Services	Group chairpersons
Friday, 06	0830 – 0900	Mapping of strategies on adopted logframe of PACE	Moderator/Group secretaries
	0930 – 1000	Plenary brainstorming session on co-ordination problems at global regional and national levels	Moderator
	1000 – 1030	TEABREAK	
	1030 - 1100	Clustering and translations of co-ordination problems	Moderator/translators
	1100 - 1300	Anglophone and Francophone working groups to propose ways and means of overcoming co-ordination problems	Group chairpersons
	1300 – 1400	LUNCH BREAK	
	1400 – 1530	Anglophone and Francophone working groups to propose ways and means of overcoming co-ordination problems using the 2000/2001 work programme as an example	Group chairpersons
	1530 – 1600	TEA BREAK	
	1600 - 1730	Plenary session to adopt proposed solutions to co-ordination problems	Moderator/Group secretaries
Saturday, 07	0830 – 1030	Plenary session to adopt proposed solutions to co-ordination problems and workprogramme etc.	Moderator/Group secretaries
	1030 – 1100	TEA BREAK	
	1100 – 1230	Plenary session to summarise and prioritise proposed solutions to co-ordination problems	Moderator Main T.A.
	1300 – 1400	LUNCH BREAK	
	1400 - 1430 1600	CLOSING SESSION Departure from Hotel	Rene Bessin

Notes:

1. The visualization in Participatory Planning VIPP technique will be used throughout the course of the workshop

2. Interpreters will be responsible for simultaneous verbal translations during plenary sessions and immediate translations of visualized documents during the course of group work.

LIST OF PARTICIPANTS
AT THE PACE STRATEGY FORMULATION WORKSHOP

PCU-NAIROBI

Dr. René Bessin
PACE Programme Coordinator
OAU/IBAR
P.O. Box 30786
NAIROBI, KENYA
Tel: 254-2-33 45 50/25 15 17
Fax: 254-2-22 65 65
E-mail: Bessin.PACE@OAU-IBAR.org

Dr. Robert J. Connor
Main Technical Assistant
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROBI, KENYA
Tel: 254-2-33 45 50/25 15 17
Fax: 254-2-22 65 65/22 05 46
E-mail: Connor.PACE@OAU-IBAR.org

OAU/IBAR

Dr. Solomon Haile Mariam
Chief Livestock Projects Officer
OAU/IBAR
P.O. Box 30786
NAIROB, KENYA.
Tel: 254-2-33 45 50/33 85 70/6
Fax: 254-2-22 65 65/22 05 46
E-mail: oau-ibar@africaonline.co.ke

COMMON SERVICES

Dr. Berhanu Bedane
Data Management Officer
OAU/IBAR/PACE
P.O. Box 30786
NAIROBI, KENYA
Tel: 254-2-33 45 50/25 15 17
Fax: 254-2-22 65 65/22 05 46
E-mail: data.PACE@OAU-IBAR.org

Dr. Bertrand Chardonnet
Wildlife Expert – West & Central Africa
B.P. 2954
BAMAKO, MALI.
Tel: 223-24-60-53
Fax: 223-24-15-83
E-mail: pace.faune@malinet.ml

Dr. Bidjeh Kebkiba
Counterpart Epidemiologist
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROB, KENYA.
Tel: 254-2-33 45 50/33 85 70/6
Fax: 254-2-22 65 65/22 05 46
E-mail: Bidjeh.PACE@OAU-IBAR.org

Dr. Diop Bouna Alboury
Coordonnateur PACE Senegal
Direction Elevage
37, Avenue Pasteur
B.P. 67
DAKAR, SENEGAL
Tel: 221-823 34 73
Fax: 221-823 34 73/821 91 22
E-mail: bouna@NS.ARC.SN

Dr. Emmanuel Tambi
Senior Economist
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROBI, KENYA
Tel: (254-2-23 05 42/33 85 70
Fax: 254-2-23 05 10
E-mail: Tambi.PACE@OAU-IBAR.org

Dr. Fatah Bendali
Vétérinaire Epidémiologiste
Laboratoire de Fracha
Unité PACE Afrique du Centre
BP 5841
N'DJAMENA, TCHAD
Te/fax: (235) 52 83 02
E-mail: fatah.bendali@cirad.fr

Dr. Francis M. Inganji
Communications Expert
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROBI, KENYA
Tel: (254-2) 33 45 50/33 85 70/6
Fax: (254-2) 22 65 65/22 05 46
E-mail: comms.PACE@OAU-IBAR.org

Mr. Onesmus Maina
Economist
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROB, KENYA.
Tel: 254-2-23 05 42/33 85 70/6
Fax: 254-2-23 05 10/22 65 65
E-mail: Economics.PACE@OAU-IBAR.org

Mr. Pooda Césaire
Assistant Technique-
Communication Unit-Bamako
B.P. 2954
BAMAKO, MALI.
Tel: (223) 24 60 53
Fax: (223) 24 05 80
E-mail: pacereg@malinet.ml

Dr. Richard Kock
Wildlife TA
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROB, KENYA.
Tel: 254-2-33 45 50/33 85 70/6
Fax: 254-2-22 65 65/23 05 10
E-mail: Wildlife.PACE@OAU-IBAR.org

Dr. Risto Heinonen
E.A. Epidemiologist
OAU/IBAR/PACE
P.O.Box 30786
NAIROBI, KENYA
Tel: (254-2) 33 45 50/33 85 70
Fax: (254-2) 22 65 65/22 05 46
E-mail: Risto.PACE@OAU-IBAR.org

Mr. Robert W. Lamb
Communications TA,
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROB, KENYA.
Tel: (254-2) 33 45 50/33 85 70/6 ext. 523
Fax: (254-2) 22 65 65/22 05 46
E-mail: Lamb.PACE@OAU-IBAR.org

Dr. Tim Leyland
Adviser for Community-Based Animal Health Projects
PARC-VAC Project
OAU/IBAR
P.O. Box 30786
NAIROBI, KENYA
Tel: (254-2) 22 64 47/33 85 70/6
Fax: (254-2) 25 36 80
E-mail: tleyland@bigfoot.com

Dr. Yvon Le Brun
Legislation/Privatization Expert
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROBI, KENYA
Tel: (254-2) 33 45 50/33 85 70/6
or 25 21 87 (direct)
Fax: (254-2) 22 65 65/22 05 46
E-mail: yvonlebrun@hotmail.com

EUROPEAN COMMISSION

Dr. Bernard Rey
Rural Development Advisor
Delegation of the EC in Kenya
P.O. Box 45119
NAIROBI
Tel: (254-2) 71 30 20/1
Fax: (254-2) 71 19 54/71 64 81
E-mail: Bernard.Rey@Delken.cec.eu.int

SECRETARIAT

Ms Shadra Zaid
OAU/IBAR/PACE Programme
P.O. Box 30786
NAIROBI, KENYA
Tel: (254-2) 33 45 50/25 15 17
Fax: (254-2) 22 65 65/22 05 46
E-mail: Admin.PACE@OAU-IBAR.org

MODERATOR

Mr. Sam Sekyembe
Development Consultant/Moderator
Corssland Management Consultant
P.O. Box 32234
NAIROBI
Tel/fax: (254-2) 58 04 19

Ms Lily Chagala
Documentalist
Crossland Management Consultant
P.O. Box 32234
NAIROBI
Tel/fax: (254-2) 58 04 19

INTERPRETERS

Mr. Lucas Amuri Mcraymonds
Conference Interpreter
P.O. Box 54708
NAIROBI, KENYA
Tel: (254-2) 57 46 38/56 22 14
Fax: (254-2) 56 22 14
E-mail: amuri@iconnect.co.ke

Mr. King-Ondoua Pierre
Interpreter
P.O. Box 62235
NAIROBI, KENYA.
Tel: (254-2) 71 80 61
Fax: (254-2) 71 80 61
E-mail: king_ondoua@hotmail.com

Mme Milly M. Buchanan
Interpreter
Milimani Apartments
Milimani Road
NAIROBI, KENYA
Tel: (254-2) 71 12 45/72 23 58 Ext.325)
Fax: c/o Milimani Hotel

ENGINEER

Mr. Ngarambe Viateur Alvin
SIS Engineer
P.O. Box 30605
NAIROBI, KENYA.
Tel: 254-2-44 57 90 – 44 18 67
Fax: 254-2-44 19 10
E-mail: symposianbi@mail.att.net

LOGICAL FRAMEWORK OF THE PACE PROGRAMME

with specific reference to the PACE Common Services and Co-ordination Units

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
SUPER GOAL **Achievement of enhanced food security and significant reduction of poverty among rural communities is promoted**	- increased incomes at household levels - reduced stockouts of food reserves at community or household level during drought seasons	National statistical abstracts	
OVERALL GOAL **Production and productivity of animal resources are sustainably increased**	- increased offtake in livestock sector - increased quality or yields of livestock products - increased trade opportunities	National statistical abstracts Report of PACE economic studies	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
PROJECT PURPOSE **Animal resource keepers, traders and national level professionals cooperate to combat major animal diseases, within the context of Pan-African collaboration that is co-ordinated and facilitated by OAU/IBAR**	3 years after the start of formal contact with PACE, the situation in PACE member countries is as follows: (a) In at least 60% of countries, sub-regional or national networks, forums, mechanisms, boards, *etc* initiated by PACE, continue to operate with following characteristics: (i) convening regular meetings which have quorums to pursue mandated business (ii) having memberships which include: public sector, AHWs[1] in the livestock and wildlife sectors, private sector AHWs, wildlife and/or livestock keepers (female and male), traders *e.g.* drug distributors *etc.* b) Demands for, and utilization of, OAU/IBAR services/products, on a cost recovery/sharing basis is increasing steadily and at least 60% of users express satisfaction with at least 60% of the services/products c) Regular disease surveillance reports produced by at least 60% of PACE countries veterinary services, which receive increased government financial support, demonstrates the continued absence of rinderpest d) At least 40% of active PACE member countries which did not participate in testing/piloting epizootic disease control strategies have adapted/adopted strategies for their own use e) In 75% countries, major epizootic emergencies are reacted to according to models championed by the PACE or OAU/IBAR f) By the end of 2004, countries in the Greater Horn of Africa (GHA) and international agencies adopt and replicate proven and sustainable community-based animal health delivery systems to control epizootic diseases.	- Minutes of forums, mechanisms, meetings - "Sales" records of OAU/IBAR - Impact M&E reports - Disease surveillance reports of OAU/IBAR - Disease surveillance reports of OAU/IBAR - National veterinary service, OIE and FAO reports	Governments progressively increase the budgets, release the budgeted funds to sustain adequate levels of animal disease surveillance, and fund the effective participation of the appropriately qualified national representatives at international meetings, conferences *etc.* concerning animal disease control. [*Reports of studies commissioned by PACE*] A positive perception prevails at national level of the important contribution that animal disease control makes towards livestock development. [*PACE member country livestock policy documents; Reports of the PACE Policy Committee*]

AHWs = Animal Health Workers

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
RESULTS/OUTPUTS **1. Capabilities of OAU/IBAR to fulfil its mandate as a Centre of Excellence in the management of animal resources are strengthened**	Improvements recorded in key areas are as follows: a) With effect from 04/2002, at least 60% PACE activities proceed according to work plans b) By 12/2001, at least 5 information and communications products/services[2] have been launched, and access by national level target groups is growing as per agreed benchmarks c) By 10/2002 at least 80% of staff of OAU/IBAR serving in the programme have completed personalized training/exposure prescribed by the programme and 60% of them are rated as satisfactory by trainers, peers and clients with regard to key elements of the training/exposure programmes d) By 06/2003, OAU/IBAR has approved the creation of at least 80% of the positions recommended by the PACE programme e) By 04/2004, OAU/IBAR has received at least one pledge to finance recommended elements/ aspects of the programme. f) By 06/2003, PACE management information system (MIS) has been adapted and adopted by IBAR. g) By 06/2002, OAU / IBAR policy paper and strategy document on pastoral livelihoods presented to PACE Advisory Committee for comment.	- Participatory M&E reports - Reports from, ISP and search engines - Training/staff development reports of OAU/IBAR - Staff establishment file of OAU/IBAR - Letters of appointment of staff - Approved financing proposal - -IBAR annual reports - Minutes of the PACE Advisory Committee	OAU/IBAR receives adequate budget support and revenue to meet running costs of core functions, including additional staff posts and information management systems. [*IBAR annual reports*] OAU/IBAR retains capable staff [*OAU/IBAR staff lists*] OAU member states and international organizations continue to recognize the role and mandate of OAU/IBAR. [*Reports of the PACE Policy Committee*] EDF funds are released on time. [*Reports of the PACE Financial Controller*] Administrative procedures related to contracts issued by PACE are competed in time. [*PACE reports*]

[2] For example, newsletters, website, reports and library services, IBAR directories, online focus groups, *etc.*

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Opportunities have been created to increase the capabilities of livestock owners, public and private animal health workers to work in synergy at national levels	By 12/2003, improvements in key areas are as follows: a) At least 50% of active PACE countries have introduced/adopted appropriate veterinary legislation & regulations to support sanitary mandates b) At least 50% of herds vaccinated in countries that have adopted sanitary mandates are covered by private veterinarians c) Epidemiosurveillance activities have been included in the sanitary mandate in more than 50% of active PACE member countries d) At least 40% active PACE countries have included in their forward budget for the livestock/wildlife sectors increments sufficient to fund at least ~~50%~~ 100% of the programme's proposed surveillance activities e) In at least 50% of PACE countries, at least 75% of selected staff in national level networks, Public sector AHWs (including wildlife), private sector/NGO AHWs and CAHWs have completed training and exposure programmes recommended by PACE f) In at least 20% of PACE countries, professional associations, integrating livestock and wildlife AHWs or technicians, have been initiated through interventions of the programme and at least three meetings have been held, each of which has had a quorum	- National PACE reports - Proposed /current budgets of PACE countries - Reports of studies and surveys commissioned by PACE	Political will exists to promulgate new legislation and apply [*Copies of enacted legislation/regulations*] Governments of PACE member countries approve recommended budgets for the PACE programme and release budgeted funds in good time [*Reports of government expenditure, from studies commissioned by PACE*] Sufficient personnel and facilities are available to veterinary and animal health services on a timely basis [*National PACE programme reports*]

How to achieve this?

Govts Vet withdraw ~~from~~ a

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
3. Pan-African network for epidemio-surveillance is effectively functioning	Within 3 years of start of interventions, PACE's disease surveillance model has been adopted in at least 60% of participating countries and duly linked to OAU/IBAR's sub-regional and regional databases such that operations comply with the performance indicators with respect to key criteria such as: a) Reporting system: time and route(s) taken for transiting information from grassroots to regional database, via national and sub-regional stations. b) Response system: time for reaction and follow-up on outbreaks of reference/selected diseases c) Laboratory diagnostics: time taken and procedures (including laboratory techniques) used to investigate suspicious outbreaks of reference diseases d) Feedback: time and route(s) taken to provide feedback from regional, sub-regional and/or national levels to grassroots e) International reporting: The number of national reports of animal disease status reaching OIE has increased significantly between 2000 and 2004	- PACE disease surveillance model - Routine and special, disease surveillance reports - Reports on follow up operations - Laboratory analysis reports Livestock case treatment records - Routine and special, disease surveillance reports - OIE reports	In each PACE member country, policies and practices are in place that support information sharing on the occurrence of animal diseases and related subjects. [*PACE reports*] OAU/IBAR receives adequate budget support and revenue to meet running costs of core functions, including additional staff posts and information management systems. [*IBAR annual reports*]

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
4. Increased availability of quality assured vaccines, drugs and other inputs at grassroots level is promoted effectively	Within 3 years of the start of national PACE programmes, important improvements have been achieved in at least 60% of a sample of countries, as follows: a) Number of licensed retail outlets in rural areas which regularly stock ethical drugs are increased above baseline data b) Number of vaccine manufacturers or traders submitting samples of vaccines to PANVAC for quality assurance tests have increased c) At least 50% of livestock keepers interviewed in a statistically valid survey receive veterinary services from private veterinarians d) CAHWs[3] work under the supervision/responsibility of registered private veterinarians	- PACE country reports - Reports of commissioned studies - Sales reports of pharmaceutical companies - PANVAC Quality Assurance reports - Drug inspectors' reports - CAHWs supervisors' reports	Government policies related to the distribution of veterinary medicines and other inputs are in place in time, and resources for their implementation are made available on time. [*Reports of national PACE programmes. Reports of the* PACE *Common Services*]

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
5. Eradication of rinderpest infection from the region has been facilitated	Efficiency of disease surveillance systems will be assessed according to: a) The collection of specimens from selected areas in accordance with agreed PACE sampling protocols; sera have been tested for antibodies against RP (and, where appropriate, other priority diseases, *e.g.* CBPP, RVF and PPR) b) Test results are available at OAU/IBAR within 3 months of the submission of specimens to approved laboratories. c) Staff of the PACE Epidemiology Unit respond effectively to at least 80% of requests from national PACE programmes for assistance in the investigation of outbreaks of rinderpest-like diseases, by undertaking field visits and other relevant actions. d) In at least 75% of active PACE member countries, dossiers complying with OIE guidelines and PACE performance indicators show the satisfactory flow of specimens and data from the field to national epidemiology units (collection, storage, processing, analysis). e) From 2003, each active PACE member country has submitted an up to date report on the rinderpest status to IBAR, as defined by in international animal health codes.	- Surveillance reports[4] - Sero-surveillance reports - Reports based on the PACE M&E system - IBAR reports	National PACE programmes receive funding on time to implement their work programmes [*PACE national reports; Financial Controller reports*] Laboratory reagents are supplied on time. [*PACE reports*] Skilled laboratory staff are retained in post. [*Staff lists and PACE reports*]

[4] Including clinical reports, serological results, ear notch counts, other laboratory test, etc.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
5. Eradication of rinderpest infection from the region has been facilitated (***continued***)	Indicators for efficiency of emergency preparedness and response system. a) By the end of 2002, 2003 and mid-2004, rinderpest emergency preparedness plans (following the FAO-EMPRES guidelines) have been formally approved by governments in at least 25%, 50% and 75% of active PACE member countries, respectively. b) By 06/2001, the PACE emergency fund and rinderpest emergency vaccine bank are in place. c) Annually, from 2001 onwards, rinderpest vaccination strategies are reviewed and a shift towards intensified surveillance is promoted, as demonstrated by a reduction in the number of doses of vaccine used, and the numbers of specimens collected and tested in accordance with PACE performance indicators. d) By 12/2003, sufficient resources (quality and quantity) are available for the effective application of an emergency response to an outbreak of rinderpest in at least 30% of countries that have an emergency preparedness plan in place	- Letters of notification of approval/ acceptance of plans - Contract documents for the management of the fund and bank - Updated strategy documents - Emergency plans	Essential government services and other partners agree on their roles in implementing the emergency plans [*Approved minutes of meetings; letters of acceptance*] Skilled veterinary personnel are retained in post. [*Staff lists and PACE reports*] Governments agree to test emergency preparedness plans [*PACE monitoring reports*]

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
6. Development of strategies for participatory control of other priority epizootics has been initiated	From 2001, the PACE Epidemiology Unit has convened an annual strategic planning meeting/workshop each of which will have the following characteristics: a) At least 90% of active PACE countries are appropriately represented at each meeting. b) Consensus is achieved regarding: ♦ Strategy guidelines for the priority diseases in each country and sub-region. ♦ Compatible procedures are agreed for data collection, analysis and information flow. ♦ Compatible formats and protocols are agreed for reporting, disease diagnosis and control measures. ♦ Performance indicators are agreed to monitor implementation of strategies and related activities ♦ PACE Epidemiologists offer effective assistance to each participant in solving problems related to Project implementation. c) Mechanisms for achieving effective co-ordination with relevant strategies and activities of International Agencies are agreed. d) Selected strategy options have been applied in at least one country in each of the three PACE regions	- Minutes/reports of strategic planning meetings/workshops - Memorandums of understanding, letters of agreement, joint proposals - Study reports	Appropriate technologies are available, the application of which can be undertaken by CAHWs as well as veterinary professionals. [*PACE reports*]

PRECONDITIONS

Security situation allows access to rinderpest affected zones
[*PACE monitoring reports*]

Socio-political stability and security prevails in member countries
[*OAU and EC press releases and reports*]

Government personnel receive clearance for international travel in time to enable them to participate in PACE activities.
[*PACE reports*]

Satisfactory arrangements are made to facilitate the international travel of staff of the PACE Common Services and Co-ordination Units.
[*PACE reports*]

RESULTS/OUTPUTS AND MAIN ACTIVITIES

ult 1 Capabilities of OAU/IBAR to fulfil its mandate as a Centre of Excellence in the management of animal resources are strengthened

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
Establish and operationalize advisory and policy committees for the programme					
Appoint and deploy long-term advisors and short-term consultants					
Assist member states to compile proposals for funding and participate mechanisms to approve proposals					
Contribute to improvement of vision of OAU/IBAR and advise on organization structure and budgets to sustain programme impacts					
Establish and operationalize a bilingual reference resource base (electronic and paper) on all key aspects of the programme *e.g.* • Reputable animal health resource persons • Potential associates/collaborators on specific issues/activities • Assorted animal health issues					
Regularly produce and widely circulate/distribute a newsletter on PACE-related activities					
Introduce improved management systems and equipment with a view to sustainability of programme impacts					
Facilitate training of staff of OAU/IBAR in technical and managerial subjects according to need					
9 Promote an integrated team approach to work at regional and sub-regional levels and improve liaison/ consultations with relevant parties					
10 Propose and test cost recovery and sharing system(s) for selected services of OAU/IBAR					

esult 1 Capabilities of OAU/IBAR to fulfil its mandate as a Centre of Excellence in the management of animal resources are strengthened (continued)

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
.11 Advise and catalyze establishment and development of partnerships between OAU/IBAR and other parties for technical, P.R. and financial purposes					
.12 Co-ordinate "line" activities of the programme and facilitate timely backstopping according to needs (see Results 2 to 6)					
.13 Commission appropriate studies of livestock-environment interactions					
1.14 Establish and operationalize participatory M&E system for process and impacts of the programme					
1.15Advise OAU/IBAR on future direction for PACE Programme and assist in identification of potential financiers of a related or future phase					

sult 2 **Opportunities have been created to increase the capabilities of livestock owners, public and private animal health workers to work in synergy at national levels**

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
1 Assess activities, approaches and financial resources necessary for member countries to participate in PACE and to sustain the programme's relevant impacts and urge national level authorities to provide the resources on a timely basis					
2 Advise national authorities to establish participatory mechanisms for discussing animal health related policies					
3 Advise national authorities to adopt policies, which promote complementary work between public and private animal health workers through various approaches *e.g.* • Demonstrations of good practices • Exposure to appropriate models					
.4 Advise on national priorities to review legal framework for private veterinary practice and organization and regulation of drug distribution					
.5 Urge and assist tertiary training institutions to review curricula in favour of producing graduates who can work in integrated approaches and who aspire to self-employment, and facilitate counselling of graduates accordingly					
.6 Continue to encourage formation of professional associations of animal health workers (integrated livestock and wildlife)					
.7 Continue to encourage formation of associations of livestock keepers.					
.8 Facilitate training of livestock keepers and animal health workers under the umbrella of associations					
.9 Assist authorities of selected countries to conduct priority studies in technical, social and economic fields					

Result 3 Pan-African network for epidemio-surveillance is effectively functioning

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
.1 Support inventorization of capacities of national networks to participate in epidemio-surveillance work					
.2 Facilitate inventorization of national laboratory networks, particularly with regard to essential and sustainable diagnostic capacities					
.3 Assist countries to adopt/adapt "PACE disease surveillance model" to local situation *i.e.* • Training of staff and stakeholders according to needs and PACE guidelines • Logistical support (equipment for labs, diagnostic reagents, sampling materials) • Setting up disease reporting and data management system for animal diseases • Compatibility with PACE standardized information management system • Linking national, sub-regional and regional (IBAR) information management systems					
.4 Promote establishment of sub-regional and regional reference laboratories, as appropriate					
.5 Encourage routine exchange of information between neighbouring states and organize periodic forums to share knowledge and experiences					
.6 Integrate the Pan-African network with other epidemiological surveillance networks active in Africa (*e.g.* OIE and FAO)					

Result 4. Increased availability of quality assured vaccines, drugs and other inputs at grassroots level is promoted effectively

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
1 Elaborate and disseminate guidelines for legal and regulatory framework, which should be adapted to the needs of member states • Importation and registration of veterinary drugs • Licensing of traders • Establishment and enforcement of drug quality control system					
2 Promote and facilitate expansion of PANVAC's services and encourage countries to utilize them					
3 Support training of traders, drugs inspectors, animal health workers *etc.* according to request and PACE guidelines.					
.4 Motivate associations of veterinary professionals and livestock keepers to distribute veterinary drugs in traditionally under-served areas.					
.5 Commission surveys and studies of field level availability of veterinary medicines					

Result 5 Total eradication rinderpest from the region has been facilitated

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
EASTERN AFRICA					
5.1 Facilitate participatory review of strategies for dealing with rinderpest endemic and high-risk areas					
5.2 Facilitate intensification of public awareness campaigns in selected operational areas					
5.3 Organize and co-ordinate intensive and extensive rinderpest surveillance in livestock and selected wildlife populations, in specific "ecozones"					
5.4 Facilitate strategic rinderpest vaccination in identified endemic (epidemic) areas and verify disease and vaccination status					
5.5 Assist relevant authorities to develop and adopt emergency preparedness plans					
5.6 Assist countries to compile dossiers to support progress on the OIE pathway					
5.7 Monitor performance indicators and produce reports					
5.8 Organize an emergency preparedness "drill" exercise in one selected country					

ɜult 5 **Total eradication rinderpest from the region has been facilitated** (continued)

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
NTRAL AFRICA					
ı Co-ordinate participatory review of strategies and redefinition of cordon sanitaire					
10 Continue sensitization of stakeholders on key rinderpest issues					
11 Co-ordinate disease surveillance according to strategies approved by the tripartite forum (RCA, Tchad and Sudan), which will encompass livestock and selected wildlife populations					
12 Support vaccination campaigns according to strategies in the cordon sanitaire					
13 Assist relevant authorities to develop and adopt emergency preparedness plans					
14 Monitor performance indicators and produce reports					
.15 Organize an emergency preparedness "drill" exercise in one selected country					
.16 Assist countries to compile dossiers to support progress on the OIE pathway					

esult 5 **Total eradication rinderpest from the region has been facilitated**
(continued)

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
ESTERN AFRICA					
17 Continue sensitization of stakeholders on key rinderpest issues					
.18 Co-ordinate disease surveillance according to strategies, which will encompass livestock and selected wildlife populations					
.19 Promote and support differential diagnosis of rinderpest-like diseases					
.20 Assist relevant authorities to develop and adopt emergency preparedness plans					
.21 Monitor performance indicators and produce reports					
.22 Organize an emergency preparedness "drill" exercise in one selected country					
.23 Assist countries to compile dossiers to fulfil the requirements of the OIE pathway					

Result 6 **Development of strategies for participatory control of other priority epizootics has been initiated**

MAIN ACTIVITIES	PROGRAMME YEAR				
	1	2	3	4	5
1 Utilize network information to identify epizootic diseases					
2 Facilitate and organize co-ordinated studies to carry out cost/benefit analysis to rank main epizootic diseases					
3 Support the development of expertise in the economics of animal health					
4 Co-ordinate formulation of cost effective National/Regional strategies for participatory disease control					
.5 Support interested parties to test effectiveness of proposed control strategies for selected diseases.					
.6 Participate in monitoring or evaluating the process and impact of pilot activities					
.7 Commission appropriate research to improve control strategies					

ACTIVITY COLLABORATION MATRIX
FOR PACE COMMON SERVICES AND CO-ORDINATION UNITS

RESULTS/ACTIVITIES		COLLABORATING UNITS
1.	**Capabilities of OAU/IBAR to fulfil its mandate as a center of excellence in management of animal resources are strengthened**	
Main Activities		
1.1	Establish and operationalize advisory and policy committees for the programme	▪ Communication ▪ Community Based Activities ▪ PACE Co-ordination Unit
1.2	Appoint and deploy long-term advisors and short-term consultants	▪ Communication ▪ Epidemiology/Wildlife ▪ PACE Co-ordination
1.3	Assist member states to compile proposals for funding and participate in proposal approval mechanisms to approve proposals	▪ Socio-economic ▪ Communication ▪ PACE Co-ordination Unit ▪ Epidemiology/Wildlife
1.4	Contribute to improvement of vision of OAU/IBAR and advise on organisation structure and budgets to sustain programme impacts	▪ Communication ▪ Veterinary Legislation/Privatization ▪ Socio-economic ▪ Data Management Officer ▪ Community Based Activities ▪ PACE Co-ordination Unit
1.5	Establish and operationalise a bilingual reference resource base (electronic and paper) on all key aspects of the programme e.g. • Reputable animal health resource persons • Potential associates/collaborators on specific issues/activities • Assorted animal health issues	▪ Veterinary Legislation/Privatization ▪ Data Management ▪ Communication
1.6	Regularly produce and widely circulate/distribute a newsletter on PACE-related activities	▪ Veterinary Legislation/Privatization ▪ Communication ▪ Data Management ▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit
1.7	Introduce improved management systems and equipment with a view to sustainability of programme impact	▪ Communication ▪ PACE Co-ordination Unit
1.8	Facilitate training of staff of OAU/IBAR in technical and managerial subjects according to need	▪ Epidemiology/Wildlife ▪ Communication ▪ PACE Co-ordination Unit
1.9	Promote an integrated team approach to work at regional and sub-regional levels and improve liaison/consultations with relevant parties	▪ Epidemiology/Wildlife ▪ Communication ▪ PACE Co-ordination Unit

RESULTS/ACTIVITIES		COLLABORATING UNITS
1.10	Propose and test a cost recovery/sharing system for selected services of OAU/IBAR	▪ Communication ▪ Data Management ▪ Community Based Activities ▪ Veterinary Legislation/Privatization ▪ Socio-economic ▪ PACE Co-ordination Unit
1.11	Advise and catalyse establishment and development of partnerships between OAU/IBAR and other parties for technical, P.R. and financial purposes	▪ Communication ▪ Data Management ▪ Community Based Activities ▪ Veterinary Legislation/Privatization ▪ Socio-economic ▪ PACE Co-ordination Unit ▪ Epidemiology/Wildlife
1.12	Co-ordinate "line" activities of the programme and facilitate timely backstopping according to needs (see results 2-6)	▪ Communication ▪ Data Management ▪ PACE Co-ordination Unit
1.13	Establish and operationalise participatory M+E system for process and impacts of the programme	▪ Socio-economic ▪ Community Based Activities ▪ Communication ▪ Data Management ▪ PACE Co-ordination Unit
1.14	Advise OAU/IBAR on future direction for PACE programme and assist in identification of potential financiers of related/future phase	▪ Data Management ▪ Community Based Activities ▪ Communication ▪ PACE Co-ordination Unit ▪ Socio-economic ▪ Veterinary Legislation/Privatization ▪ Epidemiology/Wildlife

	RESULTS/ACTIVITIES	COLLABORATING UNITS
2.	**Capabilities of livestock owners, public and private animal health workers to work in synergy at national levels are significantly increased**	
Main Activities		
2.1	Assess activities, approaches and financial resources necessary for member countries to participate in PACE and to sustain the program impact and urge national level authorities to provide them on a timely basis	▪ PACE Co-ordination Unit ▪ Communication ▪ Epidemiology/Wildlife ▪ Socio-economic ▪ Veterinary Legilsation/Privatization ▪ PANVAC
2.2	Advise national level authorities to establish participatory mechanisms for discussing animal health related policies.	▪ Community Based Activities ▪ PACE Co-ordination Unit ▪ Communication ▪ Veterinary Legilsation/Privatization
2.3	Advise national level authorities to adopt policies which promote complementary work between public and private animal health workers through various approaches e.g. • Demonstrations of good practices • Exposures to appropriate models	▪ Community Based Activities ▪ Socio-economic ▪ Communication ▪ Veterinary Legilsation/Privatization ▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit ▪ PANVAC
2.4	Advise national level priorities to review legal framework for private veterinary practice and to organize and regulate drug marketing.	▪ Veterinary Legilsation/Privatization ▪ Community Based Activities ▪ Communication ▪ Socio-economic ▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit ▪ PANVAC
2.5	Urge tertiary training institutions to review curricula in favor of producing graduates who can work in integrated approaches and who aspire for self employment and facilitate counseling of graduates accordingly	▪ Veterinary Legilsation/Privatization ▪ Communication ▪ Epidemiology/Wildlife ▪ Community Based Activities
2.6	Continue to encourage formation of professional associates of animal health workers (integrated livestock and wildlife)	▪ Veterinary Legilsation/Privatization ▪ Communication ▪ Data Management ▪ Community Based Activities
2.7	Continue to encourage formation of associations of livestock keepers.	▪ Veterinary Legilsation/Privatization ▪ Communication ▪ Data Management ▪ Community Based Activities
2.8	Facilitate training of livestock keepers and animal health workers under the umbrella of associations	▪ Veterinary Legilsation/Privatization ▪ Communication ▪ Soci-economic ▪ Data Management ▪ Community Based Activities

	RESULTS/ACTIVITIES	COLLABORATING UNITS
2.9	Facilitate authorities of selected countries to conduct priority studies in technical and social economic fields	▪ Veterinary Legislation/Privatization ▪ Community Based Activities ▪ Soci-economic ▪ Communication ▪ Epidemiology/Wildlife ▪ PACE Coordination Unit

	RESULTS/ACTIVITIES	COLLABORATING UNITS
3.	**Pan African Network for Epidemio-surveillance is effectively functioning**	
Main Activities		
3.1	Support inventorisation of capacities of national networks to participate in epidemio-surveillance work	▪ Communication ▪ PACE Coordination Unit ▪ Data Management ▪ Epidemiology/Wildlife ▪ Veterinary Legilsation/Privatization PACE
3.2	Facilitate inventorisation of laboratory networks of nations with regard to plausible diagnostic capacities.	▪ Communication ▪ Data Management ▪ Epidemiology/Wildlife
3.3	Assist countries to adopt/adapt "pace disease surveillance model" to local situation i.e. • Training of staff and stakeholders according to needs and PACE guidelines. • Logistical support (equipment for labs, diagnostic reagents, sampling materials) • Setting up disease reporting and data management system for animal diseases • Compatible with PACE standardized information management system • Linking national, sub-regional and regional (IBAR) information management systems	▪ Communication ▪ Community Based Activities ▪ Data Management ▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit ▪ Veterinary Legislation/Privatization PACE
3.4	Promote establishment of sub-regional and regional reference labs	▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit
3.5	Encourage routine exchange of information between neighbouring state and facilitate periodic for a to share knowledge and experiences	▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Data Management ▪ PACE Co-ordination Unit ▪ PANVAC ▪ Socio-economic

	RESULTS/ACTIVITIES	COLLABORATING UNITS
4.	**Availability of quality assured vaccines, drugs and other inputs is increased at grassroots level**	
Main Activities		
4.1	Elaborate and disseminate guidelines for legal and regulatory framework, which should be adopted to member states • Importation and registration of drug • Licensing of traders • Establishment and enforcement of drug quality control system	▪ Communication ▪ Veterinary Legislation/Privatization PACE ▪ Community Based Activities ▪ PANVAC
4.2	Promote and facilitate expansion of PANVAC's product lines and motivate countries to utilize them	▪ Communication ▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ PANVAC
4.3	Support training of traders, drugs Inspectors, animal health workers etc according to request and PACE guidelines.	▪ Community Based Activities ▪ Veterinary Legislation/Privatization PACE ▪ Communication ▪ Epidemiology/Wildlife
4.4	Motivate associations of veterinary Professionals and livestock keepers to distribute veterinary drugs in currently under served areas.	▪ Community Based Activities ▪ Veterinary Legislation/Privatization PACE ▪ Communication

	RESULTS/ACTIVITIES	COLLABORATING UNITS
5.	**Total eradication of rinderpest from the Region has been facilitated**	
Main Activities		
	EAST AFRICA	
5.1	Facilitate participatory review of strategies for dealing with Rinderpest endemic and high risk areas	▪ Data Management ▪ Communication ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ PACE Co-ordination Unit
5.2	Facilitate intensification of public Awareness campaigns in operational (selected) areas	▪ Communication ▪ Epidemiology/Wildlife ▪ Community Based Activities
5.3	Organise and co-ordinate intensive and Extensive ecozones specific rinderpest surveillance	▪ Veterinary Legilsation/Privatization PACE ▪ Community Based Activities ▪ Epidemiology/Wildlife ▪ Data Management
5.4	Assist relevant authorities to adopt Emergency preparedness plans	▪ Communication ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Veterinary Legilsation/Privatization PACE
5.5	Assist countries to compile dossiers to support progress on the OIE pathway	▪ Communication ▪ Epidemiology/Wildlife ▪ Data Management
	CENTRAL AFRICA	
5.6	Coordinate participatory review of strategies and redefinition of cordon sanitaire	▪ Epidemiology/Wildlife ▪ Data Management ▪ PACE Co-ordination Unit
5.7	Continue sensitisation of stake holders on key Rinderpest issues	▪ Communication ▪ Epidemiology/Wildlife ▪ Socio-economic
5.8	Coordinate disease surveillance according to strategies approved tripartite forum	▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ PACE Co-ordination Unit
5.9	Carry out vaccination according to strategies in the cordon sanitaire	▪ Communication ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Veterinary Legislation/Privatization
5.10	Assist relevant authorities to adopt emergency preparedness plans	▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ PACE Co-ordination Unit ▪ Communication
5.11	Assist countries to compile dossiers to Support process on OIE pathway	▪ Epidemiology/Wildlife ▪ Data Management

RESULTS/ACTIVITIES		COLLABORATING UNITS
	WEST AFRICA	
5.12	Continue sensitization of stakeholders on key Rinderpest issues	▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ Communication ▪ Socio-economic
5.13	Coordinate disease surveillance according to strategies	- Veterinary Legislation/Privatization PACE - Epidemiology/Wildlife ▪
5.14	Promote differential diagnosis with regard to rinderpest-like disease	▪ Epidemiology/Wildlife
5.15	Assist relevant authorities to adapt Emergency preparedness plans	▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ Communication ▪ PACE Communication
5.16	Assist countries to compile dossiers to complete progress on the OIE pathway	▪ Epidemiology/Wildlife ▪ Data Management

	RESULTS/ACTIVITIES	COLLABORATING UNITS
6.	**Development of strategies for participatory control of other priority epizootics has been initiated**	
	Main Activities	
6.1	Utilize network information to identify epizootic diseases	▪ Epidemiology/Wildlife ▪ Communication ▪ Data Management ▪ Community Based Activities
6.2	Facilitate and organize coordinated studies to carry out cost/benefit analysis to rank main epizootic diseases	▪ Epidemiology/Wildlife ▪ Communication ▪ Data Management ▪ Socio-economic ▪ PACE Co-ordination Unit
6.2	Coordinate formulation of cost effective National/Regional strategies for participatory diseases control	▪ PACE Co-ordination Unit ▪ Veterinary Legislation/Privatization PACE ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Data Management ▪ Communication ▪ Socio-economic
6.3	Support interested parties to test effectiveness of proposed control strategies for selected diseases.	▪ PACE Co-ordination Unit ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Socio-economic
6.4	Participate in monitoring or evaluating the process and impact of pilot activities	▪ PACE Co-ordination Unit ▪ Epidemiology/Wildlife ▪ Community Based Activities ▪ Data Management ▪ Communication ▪ Socio-economic
6.5	Commission appropriate research to improve control strategies	▪ PACE Co-ordination Unit ▪ Epidemiology/Wildlife ▪ Communication ▪ Socio-economic

PROBLEMS, CONSTRAINTS AND PROPOSED SOLUTIONS/ACTIONS

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
evere communication ottlenecks	National and Regional Lack of information sharing	Develop and poster adoption of international standard reporting system Build capacity to implement information/data sharing policy	Ensure adequate flow of data
	Problem of getting regular reports from PACE countries Lack of standard/model formats for reports and Data Management National Lack of (or weak) Data Management Units	Build capacity to implement information/data sharing policy Develop and transfer reporting system and monitor reporting performance	
	Material communication system inadequate Communications infrastructure on IBAR side not adequate PARC Legacy materials need to be sorted and best of them repackaged	Urgently overhaul/improve library and information resources in IBAR Assess gaps/needs for human resources to be filled by short-term appointments Engage short-term documentalists to classify PACE documents and A-V materials	Establish more useful knowledge base and system
	National and Regional Weak communication facilities	Planned activity of PACE to strengthen	Planned activity of PACE to strengthen

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
Inadequate co-ordination of actors/activities	Better linkage with international organization working in the same field Regional Multiplicity (duplication) of information collection from countries by different institution	Foreseen via Advisory and policy committees and IBAR's activities/mandate	Harmonize activities, optimize/maximize impacts and reduce potential for conflicts duplication
	Clear coordination structure needs to be set up at all levels (overall coordination/sub-regional and national etc)	Liaise with and establish partnerships between IBAR/PACE and other key players-including buy newsletters, on-line and during PACE missions Cement a joint medium-term plan with key players in all	
	Each PACE country may receive too many visits by/demands from common services	In the process of being implemented staff shortage in East Africa to be addressed	
	Lack of models and clear rules and regulations in terms of management	Coordination of missions, collection of information is foreseen	

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
ıdequate co-ordination of :ors/activities ıntinued)	Lack of synchronization of operations across international borders caused by ineffective links from headquarters to field	These are being developed	
		Synchronized cross-border operations are foreseen and will be promoted by PACE	
		Regularly updated calendar of events and activities on web-site	Facilitate synchronization and integrate activities across borders
nsatisfactory relations with ıvernments of participating ıuntries	Lack of commitments by national governments during implementation Lack of political support to facilitate effective (political) co-operation	PACE and IBAR maintain dialogue and increase awareness of benefits of animal disease surveillance control Develop pan-African charter for animal health policies with international organizations Monitor levels of budget released to national PACE programmes and provide feedback	Promote sustainability of animal disease surveillance and control in Africa
	No formal agreements (MoU) in place for long-term sector collaborate wildlife – veterinary sector	Increase awareness of benefits/implications of collaboration between wildlife-veterinary services	Epidemiological necessity for effective collaboration
		Draft model Memorandum of Understanding and promote cross-sectoral collaboration	

MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
Real bilingualism doesn't exist in PACE project	Language training policy for staff and in meetings	For effective communication at regional and national levels and to support IBAR as a center of excellence
Weak team skills	PACE training programme to include team-building	Enhance synergy and best use of available talent
Team spirit being hindered by poor facilitation of counterparts at PCU/common services level – financial management	Look into arbitration mechanism as soon as possible (2000)	Avoid sense of injustice
Discrepancies between units, in terms of own set activities	Short-term problem resolved in time	
Units of the common services do not work as partners and each component tends to consider their information as privileged	More and better team work including in house seminars	Improve communication between team members
Discrepancies between PCU and countries in the ultimate perception of PACE	Timely dissemination of "PACE" information in newsletters, on-line updates and strategy guidelines	Harmonize perceptions of "PACE
Weak management skills at national level	Establish Terms of References and performance indicators for national "PACE" co-ordinators	
	Conduct training needs assessments and provide focused training and technical assistance	Build capacity and establish appropriate skills
	Hold regional workshops to provide PCM training, hold/provide national training	

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
jured staff relations with PACE anagement due to employment ıckage inconsistency	- Inconsistent remuneration - Lack of agreed remuneration procedures	- OAU-IBAR develop and implement and amended procedures manual for remuneration DSA etc. within 2 months without prejudice - Performance related bonus based on objectivity	- The financial agreement should allow this within budget limits - Otherwise poor output likely and/or staff leave
ısufficient human resources	- Procedure lacking for initiating short term TA's - Shortage of support staff (little access) - Lack of counterparts in Bamako - PACE Regional for East Africa post is part time	- Clarification of procedures incursion in work programme (short consultancies). - Appointments completed (technical, Administrative and support) - Fair distribution of services - Rapid reassessment of the roles of PCU staff - Further administration support from OAU-IBAR facilitated - Management consultant required (short-term) for PCU	- Not only insufficiency management is required? - No apparent internal solution
Poor financial arrangements, flows, *etc.*	- Gap between PARC and PACE financing widening - Lack of understanding of flexibility of financial agreement - Central Africa office not available	- Make priorities in preparation and negotiation for country proposals according to epidemiological condition - Ensure negotiations PACE – Country are consistent - Review financial (petty cash) procedures - Roles of financial controller/accountant better defined	- Help PACE to get back on line rapidly - Improve financial management

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
ısatisfactory Relations tween PACE and OAU gans	- Links between countries and PACE for Rinderpest like disease emergency reporting and management not in place. - No travel documents "laissez-passez" - Link between PACE/IBAR and OIE for other epizootic disease emergency reporting and management - Problem to deal with epizootic diseases I insecure areas - Counterpart sustainability in question	- Recognition of OAU-IBAR role in epizootic diseases by countries - High level backing required from country to gain access to last endemic areas for rinderpest - PACE proposes 4 permanent posts to OAU/IBAR (epidemiologist, economist, vaccine specialist etc.) - Recognition by OAU of PACE's mandate under OAU-IBAR	- Without OAU and country political support PACE implementation hindered
ıatency in action during PACE	- Delays in elaboration of Global Plan and work programme at national level - Delays in the establishment of the PCU and common services - Non existence of standard format for consolidating work programmes - Slowness in the disbursement of funds	- Assist countries in elaboration and finalization of their Global Plans and work programmes by PCU and CS - Complete installation of experts - Set deadlines for consolidating workprogrammes after Advisory Committee meetings in line with existing formats - Simplify procedures for the release of funds	- Inadequate knowledge of new modalities for elaborating global plans and work estimates - Main epidemiologist not in place - Speed up the preparation of workplans and cost estimates at PCU and national levels - Enable effective start of PACE at national and coordination levels
Mobility hindrance by delayed delivery of vehicles	Procedures for purchase of vehicles	Simplify procedures and waive the origin clause as needed	- Enable experts to work
No flexibility in terms of project revision. Suggest project to be revised depending on need	Rigid financial rules and regulations	Revise certain articles of the financial agreements	- Adapt PACE to current situation
Very week gender composition in PACE	Lack of appropriate skills	Hire an expert	

PROBLEM CLUSTER	MAIN PROBLEM IN CLUSTER	SUGGESTIONS FOR IMPROVING SITUATION	REASONS UNDERLYING SUGGESTION
ACE Has no socio-economic research oposals	Socio-economic research not considered a priority at the time of programme formulation	Allocate budget for this activity	Adapt existing models and introduce to the countries
ACE has no proposals for addressing vironmental issues	Lack of related skills	Hire an expert	Strengthen the coordination team
sence of performance indicators in ACE countries	New approach unknown to the countries	Provide reliable information to decision-makers	Strengthen the coordination team
training/capacity building idelines for PACE available	Not considered a priority at time of project preparation	Establish a training program	Ensure efficiency in the implementation of PACE at regional and national levels
ack of funds to support privatization uarantee funds)	Lack of national policy and non-involvement of banking sector	Elaborate guidelines for a privatization policy	Facilitate access to credit and promote privatization
efusal of the banking sector to get volved	Sector considered risky by the banking sector	Negotiate and put in place guarantee fund	Negotiate and put in place guarantee fund
efusal of animal keepers to pay the sts of animal health			
eticence of main actors to changes			
eakness of marketing (areas of low otential)			
adequate training for veterinarian octors			
onflict of interest between socio-rofessional categories			

ICIPAUX PROBLEMES	CAUSES ESSENTIELLES	PROPOSITIONS D'AMELIORATION	JUSTIFICATION DES PROPOSITIONS
D DANS LA MISE EN RE DU PROGRAMME			
r dans la mise en oeuvre du	- Rétard dans élaboration Plan Global et Devis Programme au niveau des pays - Rétard dans la constitution du PCU et des CS - Absence d'un modèle standard pour la consolidation des Devis Programme - Lenteur dans la procédure de déblocage des fonds	- Assister les pays dans l'élaboration et la finalisation des Programme Global et Devis Programme par PCU et CS - Parachièver l'installation des experts - Fixer un délai pour consolider les Devis Programme après la tenue du CC conformément au modèle déjà élaboré - Simplifier la procédure de mise à disposition des fonds	- Connaissance insuffisantes des nouvelles modalités d'élaboration des Plan Global et Devis Programme - Non prise de fonction de l'épidémiologiste principal - Accelerer le taitement des Plan Global et Devis programme au nivea des pays et PCU - Permettre un démarrage effectif du programme des pays et de la coordination
ité limitée des experts du et CS par manque de ules	Procédure d'achat des véhicules	Simplifier la procédure et accorder une derogation pour la clause d'origine (encase de besoin)	Rendre fonctionnels les experts
ıce de flexibilité pour la on du programme	Dispositions rigides de l'accord de financement	Revisée certains termes de l'accord de financement (CF)	Mieux adapter le PACE au contexte actuel

PRINCIPAUX PROBLEMES	CAUSES ESSENTIELLES	PROPOSITIONS D'AMELIORATION	JUSTIFICATION DES PROPOSITIONS
DOMAINES D'ACTIVITE NON ENCORE MISE EN OEUVRE PAR LE PACE			
Absence de lignes directices dans l'approche genre	Absence de compétences en la matière	Recruter un expert	Renforcer l'équipe de coo.....
Absence des études socio-economique dans la volet recherches du PACE	Domaine jugé non prioritaire pendant l'évaluation du PACE	Affecter une partes du budget recherches à cette activité	Mise à disposition des decideus des informations fiables
Absence de propositions en matière environnemental	Absence de compétence en la matière	Recruter un expert	Renforcer l'équipe de coordination
Absence d'I.P. dans les pays participant au PACE	Nouvelle approache non encore connue des pays	Adapter les modéles existant et les introduire dans les pays	Mettre à la disposition des S.V. et ..... PACE un outil d'évaluation interne et externe
Absence de lignes directrices pour la formation et le renforcement des compétencs	Domaine non jugé prioritaire pendant l'évaluation du PACE	Elaborer un plan de formation	Assurer plus d'efficacité dans l'exercution du PACE au niveau régional et national

PRINCIPAUX PROBLEMES	CAUSES ESSENTIELLES	PROPOSITIONS D'AMELIORATION	JUSTIFICATION DES PROPOSITIONS
ONTRAINTES DANS LES ONDITIONS DE MISE EN EUVRE DE LA RIVATIZATION			
bsence d'une politique de :ivatization au niveau de l'OUA		Clarifier • expert • politique	
Manque de fonds pour supporter la rivatization (dans certains pays)	Absence de politique nationale et refus d'implication du secteur bancaire	Elaborer des lignes directrices pour une politique de privatization	Faciliter l'accès au crédit et pr..... la privatization
Refus d'implication du sectuer ancaire	Secteur considéré à risque par le secteur bancair	Renforcer la négociation mettre en place des fonds de garantie	Renforcer la négociation mettre en place des fonds de garantie
Refus des éleveurs d'accurer les coût de santé animale			
Faibleue du marché	Mode d'élevage extensif priorité insécurité – g.....	Dévélopper le système des auxiliaire	

PACE COMMANDMENTS FOR MISSIONS UNDERTAKEN BY PACE COMMON SERVICES STAFF

1. Arrange each mission with the National PACE Co-ordinator and your team members, and inform the local EC Delegation of the mission.

2. During each mission always:

   - ♬ meet the National PACE Co-ordinator;
   - ♬ visit the Delegation of the EC;
   - ♬ undertake tasks for PACE Common Services teams (to assist achievement of team tasks)

3. Budgets for national components are fixed. Do not encourage increase.

4. Complete the PACE six point checklist on the country's status with regard to:

   - ♬ The OIE pathway for the eradication of rinderpest.
   - ♬ The privatization of veterinary services and cost recovery.
   - ♬ The progressive increase of government funding to meet the recurrent costs for the epidemiological surveillance networks (budget proposals and release of funds).
   - ♬ The national rinderpest emergency preparedness plan.
   - ♬ The use of rinderpest and CBPP vaccines (as appropriate to the country); these vaccines should be PANVAC-certified.
   - ♬ Proposals for joint (sub-regional) actions and activities.

5. Prepare a mission report in the standard format that includes the mission checklist.

WORKSHOP EVALUATION

ELEMENT A EVALUER	ISSUES TO BE EVALUATED	NUMBER OF PARTICIPANTS SCORIN(		
		POOR	SATISFAC-TORY	GOOD
Les lieux	The venue	1	7	4
Eclaircissement sur l'historique et l'état actuel du 'PACE'	Clarification of background to and current status of PACE		8	9
Eclaircissement sur le cadre logique global (objectifs, activités, etc..)	Clarification of Global logframme (objectives, activités etc..)	5	5	8
Eclaircissement des stratégies specifiques conjointes et par unite pour la mise en oeuvre du programme	Clarification of joint and unit specific strategies for implementation of programme	3	7	
Mesures proposées pour l'amélioration dans la direction, la co-ordination des modalités de mise en oeuvre du travail d'equippe etc...	Proposed measures for improving steering, co-ordination team works, implementation modalities etc.	3	11	2
FOCI/Activités proposés et approches au cours de l'année à venir (plans de travail annuels)	Proposed FOCI/activités and approaches during next year (annual workplan)	7	10	2
Niveau d'intéraction entre collegues (Echanges sur les connaissances, l'expérience et promotion d'équippe) etc..	The degree of interaction with colleagues (exchange of knowledge, experiences team promotion etc.)	0	1	14
Facilitation/moderateur	Moderation/facilitation	3	7	6
Interpretation simultanée	Simultaneous interpretation	1	8	6

EVALUATION OF WORKSHOP

	QUESTION	YES	NO
1	Did you receive adequate notice of this workshop?	10	3
2	Did you receive enough information about the purpose and content of the workshop?	5	8
3	Were your travel arrangements to Nairobi made:		
	Efficiently?	2	
	Satisfactorily?	7	
	Poorly?	2	
4	Did you encounter problems on arrival in Nairobi?		6
5	Did you ask PACE PCU staff for assistance at any time?	7	6
6	If yes, did you receive the help you expected?	7	1
7	Were arrangements for accommodation made:		
	Efficiently?	3	
	Satisfactorily?	8	
	Poorly?	1	
8	Was accommodation/food satisfactory?	9	2
9	Was the workshop itself:		
	Well-organized?	7	1
	Informative?	10	2
	A useful opportunity to learn about PACE?	9	2
10	Did the workshop help you?	11	2
11	Did you receive personal assistance/advice/attention from PACE PCU staff?	10	
12	If yes, was the help:		
	Sufficient?	6	
	Insufficient?	1	

14	**In your view how could the workshop have been improved?**
	1. It was well organised and OK
	2. Split into induction for staff new to PACE and 3 day main activity focusing on main problems of PACE
	3. Improve by making the sessions less long, and by planning a little moment for those coming from out of Kenya for some purchases
	4. More programmatic
	5. Le temp et l'energie consacrés à une étude théorisatrice du cadre logique a été un facteur de demotivation pour la suite
	6. Giving participants at least half a day (free)
	7. Extend the time allocated for effective interactions and reduce the subjects to be discussed
	8. Guaranteed power supply, more breaks for R & R
	9. Recruit a second moderator specialist in livestock to help our actual moderator
	10. The workshop should have been improved if all participants received information about the purpose and content
15	**What expectations did you have of the workshop that were not achieved/delivered?**
	1. Confidence that key problems which have delayed PACE will be resolved.
	2. Working is restricted to groups (more efficienct)
	3. Issues were not addressed effectively I.e. status of funding flows to countries
16	**What type of workshop(s) would you like to attend in the future to assist the implementation of the PACE Programme?**
	1. Technical workshops, I hope common services presence in this workshop(and I) were helpful to PCU
	2. Organise regional workshop for national components in the same way
	3. National coordinators workshop
	4. Sensitization workshop. Training/seminars on various PACE activities by common services
	5. Same for the second work programme
	6. In the future, it's useful to organise workshop for the Regional co-ordination to inform about policy and strategies of PACE
	7. Organise national workshops to assist national staff to prepare their national projects

OAU/IBAR/PACE

MODERATOR'S COMMENTS ON THE PACE STRATEGY FORMULATION WORKSHOP

Machakos, 3-7 October 2000

EC – OAU/IBAR DEVELOPMENT CO-OPERATION

1.0 INTRODUCTION

The Organization of African Unity Interafrican Bureau for Animal Resources (OAU/IBAR) and the Commission of European Communities (EC) are engaged in the planning, implementation and evaluation of the Pan-African Programme for the Control of Epizootics (PACE). The Programme was conceived in such a way that it builds on the work of an earlier programme i.e. the Pan-African Rinderpest Control Programme (PARC). Because of a combination of factors, it was not possible to assemble a sufficient number of members of the programme implementation team until around August 2000. By that time, the programme was almost one year behind the implementation schedule which had been agreed upon. Meanwhile, in spite of the absence of most key technical personnel, the programme co-ordination unit (PCU) had gone ahead to initiate a number of activities. Among those activities was that of elaboration of a work plan for the first year of operations, which, because of the absence of most of the members of the technical team, was acknowledged to be incomplete. Another activity in which the PCU had actively engaged was that of stimulating earmarked countries to formulate proposals for funding. To that end, by September 2000 a number of countries had submitted proposals but the quality of some of the proposals was noted to be below standard.

When, at long last, an adequate number of technical officers were appointed, they joined the six technical units of the PACE Common Services and were deployed at 3 different centers in West, Central and Eastern Africa. When work started on elaboration of unit specific as well as joint programme implementation strategies, the officers, as a team, experienced considerable difficulties mainly because:

(a) the programme's concept is rather complex,

(b) the programme is supposed to cover 32 countries which are classified into 3 categories according to respective positions on the rinderpest eradication continuum,

(c) the original logical framework and other programme planning documents make it possible to reach different interpretations of concept and approaches,

(d) yardsticks for gauging progress of implementation work were not at all clear.

Against the above background, and as recommended by the PACE Advisory Committee when it met in July 2000, an implementation strategy formulation workshop was convened at Machakos between 3 and 7 October 2000.

2.0 WORKSHOP OBJECTIVES

It was agreed that by the end of the workshop the participants would have:

(1) Achieved a common understanding with regard to:

(a) the salient problems, weaknesses and constraints which necessitated the establishment of PACE,

(b) the vertical integration of and interface between PACE, and its predecessor i.e. PARC programme

(c) the interpretation of the logframe (Overall goal, Programme purpose, Results/Outputs, Main activities, Objectively Verifiable Indicators, Means of Verification and Important Assumptions) for PACE;

(2) Adopted a common stand with regard to the individual and joint strategies (objectives/sub-objectives, approaches, activities, collaborations, zones of focus etc) to be embarked on by each organ of the common services of OAU/IBAR under the umbrella of PACE.

(3) Agreed on practical measures for effective and efficient improvement of steering, co-ordination and facilitation of PACE at global, regional and national levels.

3.0 TERMS OF REFERENCE FOR THE WORKSHOP MODERATOR

Samuel Kinene Sekyembe of Crossland Management Consultants was appointed to moderate the workshop. By and large, his terms of reference included:

(a) facilitation of the workshop process using the metaplan (visualization in planning process) method,

(b) compilation of a brief report containing his personal observations on the workshop process and recommendations for future consideration.

This report has been compiled to fulfill requirement (b) of the moderator's terms of reference.

4.0 THE MAIN OBSERVATIONS OF THE MODERATOR

During the course of the workshop, the moderator noted the following issues:

(1) The course and content of discussions throughout the workshop amply confirmed the following factors:

(a) the concept for PACE is indeed complicated,

(b) the planned coverage is very diverse in terms of:
(i) number of countries involved (32),
(ii) the ecological zones involved and other characteristics of participating countries,
(iii) number of animal diseases to be tackled.

(c) Differing interpretations of the logframe and other programme planning documents and, to some extent, differing professional points of view had to some extent made inter-unit or even intra-unit collaboration/co-operation with regard to strategy formulation a bit difficult, especially since units had only really been staffed for 2.5 months by the time the workshop was held,

(2) Considering the observations made in (1) above, it was not at all surprising that:

(a) due to factors cited in 1(a) and 1(b), the two PCU members did not fully succeed in their endeavors to elaborate an acceptable workplan prior to the arrival of their implementing colleagues;

(b) because of differing interpretations, considerable differences of opinion were reported to have existed between the PCU and the EC on a number of issues or approaches of the programme.

(3) The workshop process was appreciated by the majority of members (refer to workshop evaluation chart in the main report) especially with regard to:

(a) level of achievement of certain objectives; VIZ:

(i) obtaining a common understanding with respect to background to PACE and with linkage/interface between PACE and PARC programme,

(ii) achievement of common interpretation of the PACE's logframe through systematic reviews of its elements <u>without changing the original concept and plausible approaches</u>,

(b) identification and mapping of inter-unit collaborative activities;

(c) roles played by the moderator;

(d) roles played by the translators;

(e) degree of interaction by members during and outside the workshop process.

(4) According to their own evaluation of the process and outcomes of the workshop, a number of participants expressed some degree of dissatisfaction with regard to outcomes on unit specific and joint implementation strategies. There were several reasons for that:

(a) most of the members were new, so, they still needed some time to grasp and appreciate how their respective units were supposed to "behave";

(b) in spite of having earlier on identified and clearly mapped out all the activities in which inter-unit collaboration was necessary, almost all the units went on to elaborate strategies which did not depict sufficient elements of inter-unit collaboration (i.e. teamwork). Thus, it looked as if each unit intended to "go it alone" in an effort to achieve intended results/outputs. This characteristic is common of newly formed technical teams.

(5) A unanimous decision was reached to the effect that in order to bring about sustainable impacts on a primary target group of PACE, each unit needed to exert impacts on the steering, co-ordination and facilitation roles of OAU/IBAR. Thus, strengthening of those roles was introduced as an integral Result/Output in the logframe. And, subsequently, activities were elaborated to enable the achievement of that Result/Output. Interestingly, some of those activities were foreseen by the programme preparation mission and were indeed being carried out by the PCU team in some way or other without a substantive Result/Output having been expressed in the original logframe. For example, among the activities which were introduced under that Result/Output was that of assisting member countries to formulate proposals for financing.

(6) During the course of discussions, it was noted that the envisaged workload was too big indeed for the available full-time staff, and, worse still, programme kick-off was already a year or so behind schedule. Thus, rapid deployment of short-term experts to assist in all feasible aspects of programme implementation was seen as a necessary approach to accelerating implementation rates and/or augmenting activity coverage rates by increasing capacity for implementation.

(7) Although PARC and PACE are in fact essentially different programmes, the latter builds on the former. Thus, there is a need to ensure that the infrastructure established generated and outputs by the former are effectively utilized by the later. In that connection, the issue of compilation and analyses of data collected under PARC so that it may be utilized by PACE was discussed. An issue which was perhaps relevant but was never discussed is that of disease surveillance structures, or mechanisms which were established in certain countries during the PARC programme days.

(8) During the course of discussions, the PCU members regretted to report that on the one hand, because of a combination of factors, some of the countries which, had been earmarked to be participants in the PACE programme had not submitted their respective proposals for evaluation. And, on the other hand, because of concept interpretation bottlenecks, a number of countries had submitted proposals whose worth was difficult to evaluate. Thus, it was suggested that in order to expedite programme implementation process work on the ground should start right away in the five PACE countries whose proposals had been approved (i.e. Batch 1 countries) or were due to be approved soon. In the same way, it was suggested that the rest of the countries, i.e. those whose proposals will not have been approved by December 2000 should be assisted to formulate plausible proposals so that

implementation may commence as soon as possible as another batch of countries. Doubtless, that possibility will complicate activity scheduling even further, and had not been foreseen or stated as a complicating factor at the time of programme formulation.

5.0 WORKSHOP MODERATOR'S RECOMMENDATIONS

In view of all the above observations, it is recommended as follows:

(1) The reviewed logical framework and other outputs/recommendations of the workshop, especially those pertaining to streamlining of administrative issues within OAU/IBAR and between the PCU and the EC should be approved by relevant authorities in OAU/IBAR as well as the EC and their implementation should be initiated immediately.

(2) Now that the technical units of the Common Services have drafted their respective versions of implementation strategies, the PCU should take up the task of harmonizing them with a view to achieving the necessary inter-unit collaboration/teamwork that will support the implementation of country PACE projects.

(3) In view of knowledge gathered during the course of the workshop, and considering the currently emerging complications of treating member countries in batches, the PCU should regard the EC's earlier rejection of the global plan as a real blessing in disguise. Thus, they should go ahead to assemble a group comprising only the leaders of Common Services Units to sketch out a 4 – year plan of operation with effect from January 2001 from which annual workplans and respective budgets should be extracted.

(4) During the course of operational planning, the need for relatively large numbers short-term experts (local or foreign) and provision of adequate budgets to enable their timely deployment should be considered. Similarly, care should be taken to ensure that the infrastructure established by PARC programme and all the other outputs of that programme e.g. data collected and systems developed are effectively utilized by PACE programme.

(5) Furthermore, desired elements of inter-unit collaboration/teamwork with regard to all programme activities should be clearly shown in the overall plan of operation and in the annual workplans.

(6) Needless to mention, teamwork along the lines expressed in the activity collaboration matrix that was elaborated during the workshop should be relentlessly promoted during the course of programme implementation. Further still, batch-wise scheduling of activities should be clearly depicted in the workplans and practised throughout the course of programme implementation.

(7) It was apparent from discussions that countries' capabilities to develop logframes for their own PACE programmes are extremely limited. Considering the success of this workshop, the PCU should help the countries to gain an understanding of the logframe in the context of project cycle management because this will be the basis for monitoring and evaluating the programme. The return from such an investment will be apparent in terms of improved capacities to plan, implement, and monitor national programmes – an important aim of PACE.