



African Union

Interafrican Bureau for Animal Resources

**SUPPORT PROGRAMME
TO INTEGRATED NATIONAL ACTION PLANS
FOR AVIAN AND HUMAN INFLUENZA**

SPINAP-AHI

**Third steering committee,
AU/IBAR head office**

Minutes

Nairobi / Kenya, 11 November 2008

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1 Introduction and opening remarks

SPINAP Programme Steering Committee (PSC) meetings are regular events organized to bring the executing agency (AU-IBAR), the donor (EC) and key players in Avian Influenza together to review program progress, provide technical and policy guidelines and endorse implementation strategies, guidelines; etc. The third Steering Committee was held six months after the previous one held in Rome in April 2008.

The main agenda of the 3rd SC meeting was to review progress of the implementation process since the previous meeting, discuss challenges affecting the implementation process and strategy and share ideas on the best way of handling the new implementation phase; country based implementation of supported interventions.

Opening remarks

Chair, acting director AU/IBAR

The 3rd SC meeting was chaired by the Acting AU/IBAR Director Dr. Ahmed Elsawalhy due to the absence a representative from DREA. The chair thanked and welcomed participants, noting that the project had achieved good progress since the last PSC meeting. He expressed his pleasure to host the meeting in the premises of the AU/IBAR.

EC representative

Mr. C. Hermansson, observed that SPINAP was at a phase that required a lot of work from the implementing team but noted that the harder part was beginning with the start of field implementation at country level. While acknowledging that the project was progressing well, he anticipated some more hard work in finalizing the remaining fund disbursements before shifting focus to supervising country implementation.

ACP representative

Dr. O. Olusola observed with satisfaction that many countries had responded to the support including many who had expressed problems with the application process during the last PSC meeting. He also appreciated the challenge of the large scope of the program compared to the small management team whom commended for the hard work.

OIE representative

Dr. A.B. Niang observed that SPINAP as one of the truly effective approaches towards strengthening the efforts of countries on AI preparedness, prevention and control. He commended the team on progress made so far. He stated that OIE had been involved in the AI crisis since its beginning and reiterated its commitment in tackling it as exemplified in the setting up of the OIE-AU/IBAR-FAO Regional Animal health Centres.

FAO-ECTAD representative

Dr. W. Amanfu observed that it was a unique opportunity for FAO ECTAD to be housed in the premises of AU/IBAR. He noted that he had had ample opportunity to interact with the AU-IBAR team following the relocation of the FAO-ECTAD office to AU-IBAR and had noticed excellent teamwork. He stated that FAO and AU-IBAR were closely working together to foster greater synergy by ensuring that there were no overlaps in the implementation of their programs.

Adoption of the meeting agenda

The SPINAP team presented the draft agenda for discussion and adoption. The agenda was adopted without amendment.

Agenda of the 3rd SPINAP SC meeting			
No.	Time	Activity	Responsible
	8.30 – 17.00	Reporting and Proceedings	Nesru Hussein
1	8.00-8.30	Registration	Hans Scholl
2.	8.30-8.40	Introductions & Opening Remarks	A. Elsayahly
3.	8.40-8.45	Opening Remarks by EC	C. Hermansson
4.	8.45-8.50	Opening Remarks ACP	Ojo Olusola
4.	8.50-9.00	Adoption of the 3rd Steering Committee Agenda	A. Elsayahly
5.	9.00-9.40	Review of the Previous Minutes & Matters arising	A. Elsayahly
6	9.40-10.20	SPINAP Activity & Progress Report and priorities for next 6 months	Sam Muriuki
7	10.20-11.00	SPINAP Financial Report including budget analysis of funded interventions	Hans Scholl
8	11.00-11.30	COFFEE/TEA BREAK	ALL
9	11.30-12.00	SPINAP M&E final Framework, Key areas of SPINAP investment at country level and lessons learned	Alex Saelaert
10	12.00-12.20	Countries with Special Needs and suggested support (Eastern Africa, Southern Africa and Western & Central Africa)	Sam Muriuki
11	12.20 – 13.20	Open Plenary discussion	All
12	13.20 – 14.30	LUNCH BREAK	ALL
13	14.30-15.30	Presentation of Recommendations/	Alex

		Resolutions and way Forward	
<i>15</i>		<i>COFFEE/TEA BREAK & DEPARTURE</i>	<i>ALL</i>

Review and adoption of the previous PSC minutes and matters arising

The minutes adopted as a true representation of the last PSC with the following minor alterations:

- 5.MinSC2-5 iv-the 'footnote note' referred to in this minute was clarified as being in the country agreements document, and not part of the minutes.
- In the annex of the attendance list it was noted that one participant from EC was listed twice and this was rectified

2 SPINAP team presentations and discussions

Activity and progress report and priorities for the next 6 months

The progress made since the second PSC was presented in a power point presentation by the program coordinator. A cumulative progress report since inception was compiled and provided to the participants. The challenges encountered in the implementation process, lessons learned and recommendations were highlighted. The synthesis of the discussion is presented as follows:

- Partnership of SPINAP in the development of INAPs review should be highlighted in the progress.
- Participants noted that that many activities had been accomplished by the program. The progress made since the last PSC meeting is immense and same efforts expected for the future.
- Participants appreciated that the targets set initially had been ambitious considering, from past experience, that there were inherent difficulties dealing with countries. Program at conception was designed to be a rapid response initiative but has adopted a longer term capacity building support approach which is good for the target countries
- A no-cost-extension of the SPINAP is clearly needed and should be requested in the shortest time possible. The requested extension should not exceed 8 months. This extension is to compensate the time lag to finalize countries documents and contract agreements due to bureaucratic procedures in various countries. It will allow the target countries enough time (at least 18 months) to implement their actions.
- Participants noted that the lack of regional integration aspect in the program was not a weakness of SPINAP because such an approach was not envisaged in the design. It should rather be considered as a lesson learned. It was proposed that this aspect be incorporated in a rider to SPINAP to utilize part of the 3 million Euro decommitted from funds initially allocated to the ALIVE rapid assessment program. The committee recognized and agreed there was need for a regional coordination mechanism working closely with the regional economic communities (RECs) to address cross-border issues in HPAI preparedness and control. In this regard, the RECs should be sensitized

properly about AI and the SPINAP program, noting that countries with inadequate capacity for AI prevention and control would benefit from such a regional arrangement and therefore stem any risk they could pose to other countries in the region.

- Participants also noted that SPINAP was due for a mid-term evaluation. The TORs for this exercise should be finalized by the end of the year so that evaluation is done early next year. The results of the evaluation would then be taken into consideration in the rider to SPINAP.
- There are emerging issues that had not been thought of in the program initially such as countries with special needs. The program has provided for a degree of flexibility address these. The program team is undertaking a comprehensive assessment of needs of SPINAP countries with a view of identifying specific support required to enable them effectively implement SPINAP and improve their HPAI preparedness.
- The meeting heard that level of alertness by countries on AI seems to be going down because there are other more pressing diseases causing deaths and economic losses but where nothing is being done. In view of this, it may be difficult to maintain interest in the disease. In this respect it may be necessary to explore new ways of addressing HPAI preparedness while tackling existing related problems like new castle disease in poultry
- The SPINAP Coordinator proposed a few changes in the work plan, namely:
 - i. There would be a Pan African technical meeting before end of March, 2009. The number of technical meetings would be reduced from the 6 to 4.
 - ii. A regional coordination mechanism for SPINAP would be proposed in response to the lesson learned on the lack of a regional mechanism
 - iii. Mid-term evaluation of the program would be conducted by end of January

Financial report and budget analysis of funded interventions

The project financial Officer presented a comprehensive financial report of the program including the disbursements of funds to countries. He highlighted the bureaucratic nature of the funds disbursement process at the country level and

pointed out that this bureaucracy was a serious bottleneck in the process, which was not in the control of the project team. The presentation was followed by a discussion in which the following issues were addressed:

1. For the question posed as to how funds were allocated initially to each country, the explanation given was that six influencing factors were indicated for allocation of funds from SPINAP:
 - i. Per Capita Income in each project participating country
 - ii. Relative Importance of the Poultry Industry in each country
 - iii. Level of the national contribution to the total estimated budget of the implementation of the IAP
 - iv. Fund availability
 - v. Size of backyard reared poultry
 - vi. AHI risk
2. Data to guide decision making on this matter was collected from different reliable secondary sources, including FAO, AU/IBAR and Alive and used to compute allocations for every participating country.

M&E final framework, key areas of investment at country level and lessons learned

It was made clear at the beginning of this presentation that there had been staff change in the M&E staff:-Mr. Alex who was the M&E expert initially, has been redeployed to head PSU and a replacement has been recruited. The out going M&E expert presented the SPINAP M&E framework, noting that it was aligned to the AUC framework and developed in a contextual framework that will lead to the establishment of an AU-IBAR wide M&E system.

The presenter stressed that effective M&E required a shift in mind set more than a set of techniques. The lack of a strong M&E culture in most countries was among the most serious challenges in performing M&E. It was highlighted that SPINAP was set to invest in capacity building through training of regional and national coordinators on M&E. The planned training sessions on financial management in the third week of November 2008, would also serve to expound the funding contracts to the national

SPINAP coordinators and their accountants and therefore reduce the risk of multiple interpretations.

In the ensuing discussion, the following issues and clarifications were raised:

- i. The end result of the M&E exercise is creating a mechanism for corrective action, mitigating activities. The M&E expert discusses with the implementer on the things that need corrective action.
- ii. The M&E tool creates opportunity for linkages of SPINAP with other contemporary projects that are running in IBAR such as SOLICEP and SERECU. Its institutional linkage with IBAR and the parent AUC in Addis is ideal.
- iii. M&E is to be an integrated part of the forthcoming trainings on Administrative/financial management in the 3 regions of the project

Countries with special needs and suggested support

The SPINAP Coordinator presented the report of countries with special needs, noting that it was incomplete and required more thorough analysis through country visits.

After a brief discussion the following issues were raised:

- i. The report is the beginning of a process - it must be advanced further. For activities that may need extra funding, they should be presented to the funding agency before the next PSU meeting so that they will be prioritized to form a rider to SPINAP. For activities that do not require extra funding, it was advised to go ahead and implement them. The concrete problems of countries which require further assistance must be analyzed on the spot.
- ii. On countries with special needs- more work needs to be done to complement what has been presented. A concrete document as an addendum must be prepared in the shortest time possible and presented to the funding agency. Some of the countries mentioned to have special needs, particularly Equatorial Guinea and Angola have a lot of money but lack ideas; their problem is one of prioritization so they need to be lobbied to prioritize veterinary capacity building.
- iii. The issue of laboratory personnel requirement for certain countries is dubious (invest in equipment whereas there are no human resources). The available human resource for the laboratories must be clearly known before a request for additional technical personnel. It was noted there were instances in the past where donors supplied laboratory equipment and reagents to some countries without adequate manpower.

- iv. Countries differ in their laboratory capacity needs but FAO has set up regional networks that countries can share. However, there are challenges in shipping of samples whereby certain airlines do not accept to carry infectious material particularly suspected to have AI. This problem is somehow being overcome through negotiations with airlines and demonstrating adherence with proper packaging practices.
- v. The meeting noted that lack of sufficient human resources was a major capacity gap in Africa. However, it was observed that some countries such as Egypt, Nigeria and Ethiopia have many faculties of veterinary medicine producing thousands of veterinarians every year and could be a source of man power for those without. On the other hand, some regions lacked adequate training faculties. In general, it was felt that the African continent should work towards establishing at least one faculty of veterinary medicine in each country to develop sufficient manpower for animal health. Affected countries should also be encouraged to explore the possibility of hiring animal health personnel from countries where they are in excess.

3 Resolutions

The 3rd SPINAP Steering Committee meeting while recognizing that the project lost some time due to the delayed response of countries in the inception phase and thereafter, acknowledges that it has displayed tremendous strides currently; further recognizes that there is a continuous threat of HPAI to the socio-economic and public health of significant populations in Africa and elsewhere; acknowledges many countries have currently finalized signing of Contracts and securing the first tranche fund; hereby recommends the following:

1. After proper review of the minutes of the 2nd PSC meeting with the view of raising any matters arising and/or making corrections where needed, they are adopted with minor corrections. Adoption was proposed by Mr. Christer Hermansson (EC) and seconded by Mr. Ojo Olusola from the ACP Secretariat.
2. A no-cost-extension of the SPINAP would be needed and should be requested in the shortest time possible. The request for the extension should not exceed 8 months. This extension is to compensate the time lag to finalize countries documents and contract agreements due to bureaucratic procedures in various countries.
3. It was proposed that Regional coordination be incorporated in a rider to SPINAP to cover the 3 million Euros that was uncommitted from funds initially allocated to ALLive program. There is a dire need for the regional mechanism of coordination and work closely with the regional economic communities (RECs) and try to get them involved in the implementation of SPINAP program. In this regard, the RECs should be sensitized properly about AI and the SPINAP program, noting that countries with inadequate capacity for AI prevention and control would be the weak link that would negate the efforts of other countries in the region.
4. SPINAP was due for a mid-term evaluation and that TORs for this exercise should be finalized by the end of the year so that evaluation is done early next year (end of January, 2008). The results of the evaluation would then be taken in to consideration in the rider to SPINAP.
5. The proposed few changes in the work plan: (a Pan African technical meeting before end of March, 2009 by reducing the number of regional technical meetings in the earlier plan from 6 to 4; developing a regional coordination

mechanism for SPINAP to address a key gap that had been realized; mid-term evaluation of the program by end of January) were endorsed.

6. On countries with special needs- although more work needs to be done to complement what has been presented, the idea is endorsed. A concrete document as an addendum must be prepared in the shortest time possible and presented to the funding agency. Some of the countries mentioned to have special needs; particularly Equatorial Guinea and Angola have a lot of money but lack ideas. Their problem is one of prioritization and may need to be lobbied to prioritise veterinary capacity building rather than be earmarked for additional funding support.

There being no further discussion, the Chair thanked the participants for their contribution and patience and wished them a safe journey back to their respective stations.

The meeting adjourned at 14:00 hours

4 Appendices

Appendix 1: Presentation on progress made

[Click here to download Appendix 1/PDF](#)

Appendix 2: Financial report and budget analysis of funded Interventions

[Click here to download Appendix 2/PDF](#)

Appendix 3: M&E final framework, key areas of investment at country level and lessons learned

Monitoring and Evaluation Framework for the SPINAP Programme

1. Introduction

The formulation of an effective result-based monitoring and evaluation framework for a programme such as the Support Programme for Integrated National Action Plans for Avian and Human Influenza (SPINAP-AHI) is critical for informed decision-making and to assist programme managers and project teams to assess performance at all levels of implementation with regards to progress made towards achieving the overall objective, purpose and planned results. The M&E framework also facilitates the identification of strengths and weaknesses of the existing coordination and implementation mechanism.

The SPINAP programme is being implemented by the African Union Inter-African Bureau for Animal Resources (AU-IBAR), a specialised office of the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC). The broad objective of SPINAP programme is to contribute to the reduction of the socio-economic impact of Avian and Human Influenza (SPINAP-AHI) and the potential loss of human lives by assisting African, Caribbean, and Pacific (ACP) countries in Africa, in the preparation against and control of AHI in animals, as well as, preparing for a possible human influenza pandemic.

The purpose of the programme is to strengthen national capacity to prevent and control AHI, and this will be achieved by focusing on financial support and expertise to eligible ACP countries in Africa. The SPINAP support aims at assisting the implementation of Integrated Country Action Plans (IAPs) for Avian and Human Influenza via the national task forces created for this purpose. In the short term of the SPINAP intervention this will translate in strengthening national institutional capacity technically and financially, with the aim of controlling avian influenza and ensuring a rapid response to assure containment of human cases of the disease. For the longer term however, sector reforms and better awareness of the importance of zoonotic diseases are required to develop improved strategies to fight zoonoses and better preparedness for emerging ones.

Once the objective and purpose are pursued, it is anticipated that capacity for prevention and control of AHI will be strengthened at national level. Information and communication for the creation of awareness for behaviour change will be enhanced. The attainment of these results will highly depend on effective support for the coordination of IAP implementation at the central (In IBAR and the regional centres) and at national level. The M&E system will therefore help the key groups (programme coordinators and project implementers) to assess performance at all levels of the SPINAP programming with regard to the progress made towards the attainment of the purpose and results.

The various components of the result-oriented monitoring and evaluation framework for the SPINAP programme describe in detail the steps needed to plan and implement the monitoring and evaluation activities.

This M&E framework has been developed in line with the latest results based M&E strategy of the African Union Commission (AUC). The AUC has developed an M&E strategy and supporting tools; African Monitoring and Evaluation Reporting Tool or AMERT for the monitoring and evaluation of AUC strategies and activities.

2. Organizational Arrangement

All SPINAP partners and all units within the implementing body (AU-IBAR) have a role to play in operationalising a result-oriented monitoring and evaluation system, although specific perspective and responsibilities differ. The main roles and responsibilities are:

- The **AU-IBAR (representing AUC)** assumes overall responsibility to ensure the establishment of an effective results-oriented monitoring and evaluation system for the SPINAP programme. AU-IBAR will assume a leadership role in the strategic promotion for the mainstreaming of the M&E system at the central and regional levels. AU-IBAR will facilitate SPINAP bi-annual Steering Committee Meetings to allow discussion of M&E findings. Other roles of AU-IBAR under the M&E framework will include organizing brainstorming meetings for strategic direction; policy dialogue on IBAR or SPINAP-specific matters; and advocating for political will and support. IBAR will also assure coherence with international good practices (in line with its main partners OIE and FAO) and coherence with the strategic direction of the African Union Department for Rural Economy and Agriculture (DREA). In order to implement its donor funded programmes effectively and economically AU-IBAR has put a project management model in place that consists mainly of two support structures to support its structural set-up:
 - **The Project Coordinating Unit (PCU)** is responsible for the overall implementation and coordination of the implementation of the SPINAP at the central and regional level and to assist at national level where required. With support from its three Regional Coordinators, the PCU assumes an oversight responsibility in ensuring the appropriate use and application of both human and financial resources. The PCU also takes on the responsibility of assuring coherence with the approaches of FAO, OIE, WHO; and other main actors in the fight against Avian Influenza. The PCU also ensures synergy between SPINAP and related projects funded by these organizations.
 - **Programme Support Unit (PSU):** The PSU stimulates i.e. the establishment of the result-oriented M&E framework and its implementation, which would include a focus on M&E performance within the SPINAP programme. Specifically, the PSU promotes and oversees the understanding and proper use of well defined indicators for performance appraisal. It facilitates, in cooperation with the AUC the application/utilisation of relevant M&E Tools for monitoring, reporting and evaluation. The PSU ensures compliance with African Union and donor (EC) regulations, rules, policies, and procedures for M&E. It will engage in periodic scanning of the environment for updates of existing tools or search for new ones, issues and policy orientation on M&E related matters. Other responsibilities will include institutional learning and capacity development; and an oversight responsibility for management functions at central and regional levels.
- **The national Coordinators (NC) and Accountants (NA)** are responsible for the implementation of the respective national components (programme) of the SPINAP programme. Each national programme is defined by a contract agreement between AU-IBAR and the country authorities and is governed by the conditions of the agreement and a MOU between the country and AU-IBAR. The MOU sets out the overarching principles of good governance and partnership of the agreements. They implement the activities and the procurement stipulated in the agreements. In terms of M&E they assure regular and accurate reporting and assist in gathering data against the indicators of their respective programmes. They work in close cooperation with the relevant national authorities on animal and public health in their country and the national task force put in place to implement the National Integrated Action Plans.
- **Project Steering Committee (PSC)** provides the necessary strategic guidance to the project and assures the coherence with the requirements of the institutions the members represent. The PSC scrutinises and interprets M&E results and advises the implementing bodies on the best way forward based on M&E information. PSC advises on M&E methodologies and required M&E data to assist project implementation.

ROLES IN SPINAP PROGRAMME MONITORING AND ANALYSIS AND CORRESPONDING TOOLS IN IBAR.

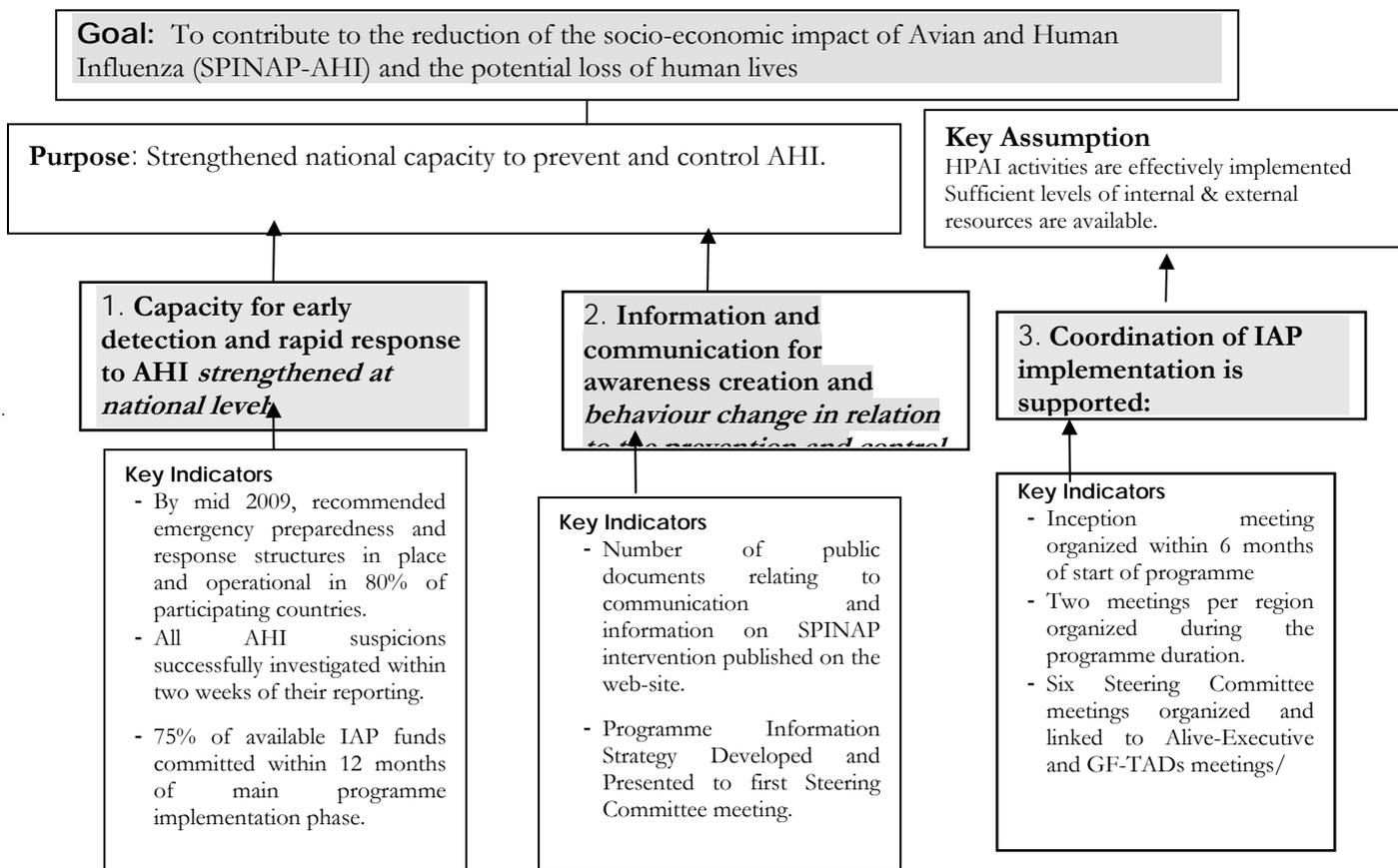
	Programme Coordinating Unit (PCU)	Programme Support Unit (PSU)	AU-IBAR – Overall Coordinating Authority	Monitoring Tool

Overall Objective (Impact Level)	AU-IBAR and its internal structures will not be in a position to really measure the impact of one specific programme on its socio-economic impact. This is related to the fact that the Overall Objective of the programme is, as per Log-Frame practice, formulated as being outside of the project influence. Negative socio-economic impact of AH should be understood via UN reports on Avian Influenza and the Millennium Development Goals (MDG).			UN MDG AHI reports and websites of major actors: FAO / OIE / WB etc
Purpose (project objective or goal)	PCU and PSU analyse project accomplishment and prepare analysis reports towards the achievement of the project purpose. PCU responsible for analysis of technical implementation. PCU assists with data gathering against purpose indicators. PCU compiles final report.	PCU and PSU analyse project accomplishment and prepare analysis reports towards the achievement of the project purpose. PSU responsible for financial analysis and data gathering against purpose indicators. PSU responsible to analyse usefulness of indicators.	IBAR communicates project achievements to relevant partners or to the public domain via the internet. IBAR assures project coherence with DREA and AU HQ strategies, rules and practices. IBAR facilitates AU internal Audits; mid-year review; mid-term and end of project evaluations.	SPINAP M&E Framework. Mid Term and end-of-project evaluation reports. AMERT PCU review.
Expected Results (project outputs)	PCU prepares the technical implementation reports based on country and M&E reports. PCU integrates all Technical, M&E and financial data received from PSU into overall progress reports to inform the Head of the Animal Health Unit on progress towards the achievement of the SPINAP results. PSC and Technical reports to be prepared quarterly	PSU prepares the financial, procurement and administrative aspects of implementation based on country and M&E reports. The PSU M&E Expert develops the report formats and the M&E tools. M&E expert with support from PCU and PSU gathers data against result indicators and enters data into AMERT. PSU prepares Finance, procurement and M&E reports to assist the PCU implementation team. Financial reports to be prepared monthly	The Head of the Animal Health Unit monitors Progress in achieving the purpose of SPINAP stated in the Financing Agreement through the analysis of the reports. Reports conclusions to Donor and PSC. Chair 6-monthly Project Steering Committee Meetings.	SPINAP M&E Framework. AMERT PSC Bi-Annual Review Meetings PSU/PCU Six-monthly progress reports. AU-IBAR internal monthly and quarterly reports.
Activity	See chapter on Monitoring			MS Project AMERT AU-IBAR monthly and quarterly reports Field visits

3. SPINAP Programme Result Framework

Three broad result areas have been targeted for the SPINAP intervention. These results will be validated to ensure that the SPINAP programme has attained its objectives. The results are illustrated below:

SPINAP RESULT FRAMEWORK



4. SPINAP Performance Indicators-Description and measuring

The performance of the SPINAP Programme will be assessed against the objectives set out in the logical framework matrix and the key indicators as detailed in the relevant Annual Work Plans. As per the log frame, the indicators are flexible (subject to reformulation to make them SMART & DOPA) and will clarify the intended change and track performance and progress towards change. The following indicators have been identified for the SPINAP programme and will be tracked during implementation:

- **Core Performance Indicator 1 (Overall Objective).** Progress on HPAI preparedness of African ACP countries in respect of the UN System influenza coordination indicators by end of 2009.
 - **Definition:** The UN System has a multi-dimensional and disaggregated set of selected indicators that are to be achieved in line with the Millennium Development Goals (MDGs). At this level of the overall objective, the SPINAP Programme will contribute towards subscribing to the attainment of this overall objective. This indicator stresses the critical importance of collective actions to address HPAI.
 - **How to measure the Indicator:** SPINAP M&E unit, in close collaboration with key stakeholders will review the UN System Influenza Coordinator Reports and other reports for a qualitative assessment of impact made.
- **Core Performance Indicator 2 (Purpose).** 80% of participating countries have established strategies and implementation mechanisms to prevent and control AHI according to international guidelines by mid 2009.
 - **Definition:** The indicator gives indication of the extent in which participating countries are committed to establish and implement mechanisms to prevent and control AHI within a given time frame.
 - **How to measure the Indicator:** The indicator is quantitative and sets a target which is easily measurable via project reports to the PSC and Donor and country reports to AU-IBAR.

- **Core Performance Indicator 3 (Result 1):** By mid 2009, recommended emergency preparedness and response structures in place and operational in 80% of participating countries.
 - **Definition:** the indicator gives indication of the extent in which participating countries are required to set up the essential and operational structures for an early response.
 - **How to measure the Indicator:** Joint Monitoring Visits, Spot checks and reports from projects and country.

- **Core Performance Indicator 4 (Result 1):** All AHI suspicions successfully investigated within two weeks of their reporting.
 - **Definition:** The total number of confirmed cases of animal and human infection with HPAI in the population within the reporting period.
 - **How to measure the Indicator:** Disease investigation reports and laboratory confirmation reports. Only confirmed cases will be used in this indicator.

- **Core Performance Indicator 5 (Result 1):** 75% of available IAP funds committed within 12 months of main programme implementation phase.
 - **Definition:** shows the stock of funds disbursed by SPINAP within a fiscal year and by extension relates to absorptive capacity of implementing projects.
 - **How to measure the Indicator:** Financial progress reports and project quarterly reports. The total number of contractual agreements signed with countries meeting the eligibility criteria.

- **Core Performance Indicator 6 (Result 2):** Number of public documents relating to communication and information on SPINAP intervention published on the web-site.
 - **Definition:** Shows the amount of relevant information on communication approaches and strategies and behavioural changes i.r.t. Avian and Human Influenza as promoted by SPINAP.
 - **How to measure the indicator:** This is a quantitative indicator that will be reported against in project reports. Verification via AU-IBAR website.

- **Core Performance indicator 7: (Result 2):** Communication strategy developed and presented to PSC
 - **Definition:** Indicator to show the existence of a strategy (approach) for improving communication about AHI in countries and by the implementing bodies.
 - **How to measure the indicator:** Quantitative through the existence of the documented strategy paper. Reported on in project reports and the PSC minutes.

- **Core performance indicators 8-9-10: (Result 3):** Organisation of inception workshops, regional technical meetings and PSC meetings
 - **Definition:** All indicators to measures the events that are being organised to achieve the coordination of the overall programme implementation

- **How to measure the indicator:** All quantitative indicators that are reported against in progress reports. Also meeting minutes, participation lists and meeting agendas can be consulted.

5. Plan for Monitoring

The SPINAP programme will use a participatory monitoring mechanism, as much as possible involving the national implementers to ensure commitment, ownership, and follow-up and feedback on execution of the activities. The programme will further ensure the systematic assessment of performance and progress made towards achievement of outcomes (results) at national and regional levels. Information from monitoring will provide the basis for making decisions and taking action. As such the monitoring of national SPINAP projects becomes even more important as a tool for decision-making and learning and is indispensable in providing information and data for evaluation.

Within a result-oriented framework focused on progress towards attaining the results stipulated above, the SPINAP M&E expert has to determine the **right mix of monitoring tools** and approaches for the national projects will establish a data collection mechanism to continuously avail reliable and updated disaggregated data. This will be derived using the following tools:

- **National progress reports:** Foreseen on a monthly basis as far as resource utilisation is concerned and on a quarterly basis for technical implementation. The M&E expert will develop a reporting format. Reports will be designed to include reporting against the contractual agreement provisions and its Logical Framework Matrix, for reporting on progress made during execution.
- **Monitoring Visit reports** – for validation. Checking or verifying whether the reported progress is accurate or not. Field visits will be organised on a needs basis (request from countries or proposed by IBAR's implementing units) and on a number of selected countries to strengthen the overall understanding of achieved outcomes. Field missions will be undertaken by PCU and PSU and the M&E expert. These will be organised together with national project management teams.
- **Country contract agreement monitoring tool** (MS project): Checking original planned activities and procurement against implementation timelines.

Some of the key **mandatory** monitoring activities include:

- **Bi-Annual Steering Committee Meetings.** A total of **Six** Steering Committee meetings are planned during the lifespan of the SPINAP. The Steering Committee (SC) will provide strategic guidance on the SPINAP implementation. Funding proposals will be presented to the SC for approval based on the funding criteria. The SC will be a platform for the periodic review of achievement both at the **purpose, results and activity** levels. It will also be platform for the review of M&E reports and adoption of strategic M&E tools for the SPINAP programme.
- **Global Technical Meeting.** One global technical meeting will be convened during the second half of the programme execution to evaluate progress made and optimise programme performance, where necessary. It will involve a wide range of partners and key stakeholders to collectively review the attainment of the project at the outcome (result) level.
- **Monitoring Visits.** Based on analysis of reports or on demand by implementing countries monitoring visits will be organised to assure accurate understanding of the achieved progress or problems hampering implementation.
- **Internal meetings:** IBAR organises regular (monthly) internal meetings to monitor progress. The meetings consist of PCU and PSU staff. The two units take necessary corrective measures when required based on findings of these monitoring meetings.

6. Plan for Risk Management as control tool

A risk assessment will be undertaken and a risk management matrix will be developed to assist the PCU and the PSU in understanding the potential difficulties/dangers/risks in project implementation for SPINAP. The risk management matrix will be one of the instruments to inform the monitoring meetings (internal and/or external) to be allow follow up on the implementation of risk reducing strategies or interventions.

The matrix identifies the risk its possible negative impact and the level of appearance during implementation. It will further categorise the proposed risk management strategies and the people responsible for it. An example of a risk management matrix is provided hereunder

LF Ref	Risks	Negative Impact	Level H/M/L	Risk management strategy	Resp.
1	Support to countries do not produce enough quality proposals.	SPINAP only effective in a few countries	H	Increase the efforts to train national implementers. Increase communication with national authorities on SPINA{ challenges	PCU AU-IBAR
1.1	Financial reporting not regular to allow follow-up	Control of financial implementation is lost. Loss of funds	M	Develop additional training sessions for accountants and coordinators. Field visits to examine challenges	PSU

7. Plan for Evaluation

The evaluation process begins as early as the formulation stage of the SPINAP project. The **evaluation** process of the SPINAP Programme will be in three phases:

- Inception phase with selection of baseline, based on information received via funding requests.
- Mid-Term Review, and
- End of Programme Review

The donor (EC) reserves itself the rights to undertake the mid-term and final evaluation of the SPINAP Programme in close collaboration with AU-IBAR (PSU and PCU), the national implementers and PSC members. It is expected that these evaluations will be carried out by an independent international consultants with a mixture of evaluation (technical and financial) and development expertise. The terms of reference for the assessment will be closely linked to generic evaluation criteria as follows:

- **Relevance**– the evaluations should provide high quality, well evidenced material and judgements on whether ‘SPINAP did the right things’.
- **Effectiveness** – the assessment should examine key interventions and partnerships and identify and explain successes and failures.
- **Efficiency** – the assessment should tell a narrative around the allocation of resources (financial progress and staffing) to deliver the results SPINAP was hoping to achieve.
 - **Impact** – the assessment cannot produce new information on impacts attributable to SPINAP, but should consider SPINAP’s contribution to long term outcomes, as stipulated in the log frame.
- **Sustainability** – should discuss evidence on progress towards sustainability in terms of ownership, capacity development and resilience to risks.

The tracking of performance via the selected indicators listed above will help in determining the direction and level of change, the pace of change, and the magnitude of change.

8. Data Processing and Reporting

The SPINAP Programme will put in place an electronic M&E Tool, African Union Monitoring and Evaluation Reporting Tool (**AMERT**), to analyse data and prepare reports. The tool will be adapted to suit the M&E requirements of SPINAP as per the agreements signed with the donor. Other reporting tools that might be of considerable relevance to the programme will include the following:

- **Internal reporting** IBAR to AU HQ on a monthly basis for financial reports and quarterly for implementation reports. Financial reports are also used as management tools to inform the PCU on financial execution.
- **Six-monthly Progress Reports against the Annual Work Plans:** The Annual Work Plans are the means and strategies that SPINAP adopts to use inputs effectively, within a timeframe, to achieve outputs, and ultimately outcomes. Plans will be put in place to develop six-monthly Work Plans Monitoring Tools to facilitate the tracking of performance during programme implementation. Six-monthly reports will be used to inform the discussions of the PSC.
- **A final project report**

Information to be derived from all these reports will be tailored to different audiences and end users to guide policy formulation and programme operations. Eventually, a **data use plan** and a **dissemination schedule** will be included in the M&E system to link data needs and data collection efforts with specific information products. Efforts will be made to include activities to encourage data use, such as workshops to discuss the implications of M&E data for programme planning and improvement.

9. Partnership

The key technical partners and collaborators for the coordination and management of the SPINAP M&E will include the FAO and OIE, among other partners. Partnership is crucial, given scarce resources for M&E, and the need to leverage resources to undertake specific survey or other research activities to reach goals that are of mutual interest to all parties. Given the high level of AHI interventions on the African continent, partnerships is also required to avoid as much as possible duplication of effort.

10. Prospects for Sustainability

Progress towards sustainability will be viewed in terms of ownership, capacity development and resilience to risks.

In addition, sustainability indicators represent the persistence of project benefits over time, particularly after project funding ends. They could include, for example:

- Emergence of new incidences of Highly Pathogenic Avian Influenza (HPAI) within the same region or to other new regions after funding from SPINAP ceases.
- Persistence of changed behaviour after extensive communication and information.
- The vast majority of countries no longer prioritise AHI issues.
- Under-utilization of the M&E capacity and mechanism created for early detection and rapid response to AHI after SPINAP's intervention ceases, e.g. national task force is dissolved and no longer operational.

11. Challenges in Monitoring and Evaluation of SPINAP Programmes

General M&E literature, especially that related to development projects, and lessons learned by IBAR in the implementation of a number of donor-funded projects with national authorities (present and past) a number of lessons have been learned; the most important challenges that can be identified are;

- **Not a strong M&E culture in most countries**
- **M&E is politically sensitive.**
- **Capacity shortage for M&E**

The SPINAP team will invest in improving the conception and acceptance of M&E for project implementation on national level and increase the capacity of coordinators and financial/administrative staff to contribute in M&E activities for the programme. Training of national coordinators and accountants starting on 17/12 foresees a module to address the above issues. Training will concentrate on both the issues on how to improve M&E through a number of good but simple practices,

such as analysis and regular follow-up of reports and how to use M&E tools such as the logical framework matrix to improve project implementation and reporting.

➤ **Scale of SPINAP**

➤ **M&E on this envisaged level is also new to AU-IBAR**

Together with the African Union Commission (AUC), AU-IBAR is facing a new level of challenges in terms of M&E. The AUC has, with co-financing of the European Commission developed an M&E strategy and tools (AMERT). AU-IBAR staff has, in October 2008, received training on the use of AMERT as a M&E tool and about the overall M&E approach as developed by the AUC. This created a stronger sense of partnership whereby the AUC staff can operate as advisor in the process while AU-IBAR, given the number of projects it is presently implementing, and the continental scale on which this is happening, will operate as a frontline executor for the newly developed M&E strategy.

AU-IBAR's reorganisation, including the creation of a SPINAP Project Coordination Unit (PCU) and a Project Support Unit (PSU) where the M&E capacity is housed, will also strengthen standardisation of approaches, systematic capturing of lessons learned and incorporating these the management approaches should assist IBAR is increasingly improving its M&E capacity.

AU-IBAR has recently also recruited an additional M&E expert to strengthen the PSU.

The PCU and PSU have organised training for the regional SPINAP coordinators on the use of the Logical framework for monitoring project implementation and the formulation of indicators and assumptions to assist countries with the preparation of their funding requests.

IBAR has created a Communication and Knowledge Management unit (CKMU), presently run by two experts> The CKMU will assist the PCU and PSU to translate M&E results into usable and transferable knowledge for IBAR and the Livestock sector players in general.

Appendix 4: Presentation on countries with special needs and suggested support

Although countries were allotted with proportional funds from SPINAP at the beginning of the project, it is realized that some countries still require additional financial and technical assistance. In this regard, the following countries are identified to have special needs:

Southern Africa region

- a) **Angola**—The central veterinary laboratory is not functional and skilled human resources are lacking. An additional budget is required to **hire a short-term expert**, purchase **additional laboratory equipment and consumables** to get the laboratory started.
- b) **Equatorial Guinea**—The veterinary department is grossly understaffed, and the staff needs **upgrading of skills on disease surveillance** (training) to enable them implement the project effectively.
- c) **Mozambique**—Staff turnover rate in the veterinary services is very high. A veterinarian from the veterinary services should be seconded from the SPINAP project and get remunerated from the project to ensure smooth running/continuity of the project.
- d) **Zimbabwe, Malawi, Lesotho, Equatorial Guinea and Botswana**—These countries require technical assistance in wild bird surveillance in the form of regional training.

Western Africa region

- a) **Sierra Leone**—The country has suffered post-war negative impacts on human resources, organization and infrastructure.
 - The diagnostic laboratory was completely destroyed during the war and needs additional support for rehabilitation
 - There is lack of an effective disease surveillance system in the veterinary services, hence additional financial input is required to design a disease surveillance system (consultancy and workshops)
- b) **Liberia**—Liberia has serious capacity gaps due to destruction of its systems and infrastructure by the prolonged war. The country has a severe shortage of operational capacity. It needs a lot more support than presently allocated to ensure a minimum operational capacity is established and further support training in disease surveillance and laboratory diagnosis of HPAI. Additional financial input is required for further refurbishment of the national diagnostic laboratory and recruit technical personnel to help with the program implementation and capacity building

Eastern Africa region

- a) **Rwanda**—Due mainly to the devastation (genocide) which occurred in the country a decade ago, there is shortage of intermediate level workers such as administrative and finance personnel. There is need for an administrative/ financial assistant to be catered for by the project during the implementation phase of the project.
- b) **Somalia**—The prolonged war in Somalia has devastated the whole veterinary infrastructure. There is need for **renovation of the national diagnostic laboratory**. There is also need for **training on all aspects of disease surveillance and laboratory diagnostics**.

The earlier notion inculcated was to regard Somalia per se as one country. But later, Puntland and Somaliland showed interest to have their own funds. As a result 2 documents (from the TFG and Somaliland which require major revisions and assistance) are forwarded to AU/IBAR for SPINAP funding. SAHSP, SPINAP and the TFG National SPINAP Coordinator have planned to draft the INAP of Somalia in the last week of November, 2008; then after additional assistance should be given in the nearest future for finalizing documents for funding.

c) **Seychelles**

The country does not have an organized diagnostic laboratory to test for HPAI samples. All samples are frequently dispatched to Tanzania for testing. As a result it takes relatively long time to get the test results. Financial input is required to assist the country establish a **basic diagnostic laboratory to test samples for HPAI** and related poultry diseases. There is also a need for technical assistance (**hiring 2 veterinarians well versed with laboratory techniques and 3 laboratory technical assistants from inland with proper skill up-grading trainings to work until the end of the project.**

d) **Comoros**

Has a severe shortage of trained manpower. There is need to **hire a short-term veterinarian within the country to assist the country coordinator during the implementation phase of the project.** The country also a severe shortage of manpower and laboratory facility. The fund allotted to the country from SPINAP is not sufficient enough to run the project in the country.

A short-term contract for **two veterinary experts** are required; one to work in the laboratory and the other to assist the animal health service in the Ministry.

Laboratory facility (equipment, reagents and chemicals) are also required.

e) **Djibouti**

There are only 2 veterinarians in Djibouti. One of them is the DVS and the other one is the PS of the country, who is also the National Coordinator of SPINAP. The country has an acute shortage of manpower in the area of animal health. Djibouti does not have a laboratory, although FAO is trying to establish basic facility for preliminary diagnosis of HPAI and other trans-boundary livestock diseases. The country requires technical assistance in the area of Animal health. **Two veterinarians and 2 assistant veterinarians** are required to carry out day-to-day activities in the Directory of Veterinary Services and the new laboratory which is being established the alleviate the problem until the end of the project.

f) **Southern Sudan**

Southern Sudan went through prolonged war. However the Livestock and Fisheries Development Programme has allotted US\$ 60 million for Laboratory construction. Southern Sudan however needs technical personnel to facilitate sector development.

Appendix 5: List of participants

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