

Ex-post evaluation
of project STDF 15
(*OIE "Training for Trainers"
project*)

Final Report for

WTO, STDF Secretariat

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Contents

EXECUTIVE SUMMARY.....	1
1. INTRODUCTION	3
1.1. POLICY CONTEXT	3
1.2. PROJECT SUMMARY	3
1.3. OBJECTIVES OF THE EVALUATION	5
2. METHODOLOGY	6
3. FINDINGS AND ANALYSIS	7
3.1. RELEVANCE	7
3.2. EFFECTIVENESS.....	9
3.3. EFFICIENCY.....	11
3.4. IMPACT	11
3.5. SUSTAINABILITY	14
3.6. LESSONS LEARNT	15
4. CONCLUSIONS AND RECOMMENDATIONS	18

List of Figures (Appendix A: Results of the survey of participants)

Figure A. 1: Overall perception of the training by participants 22

Figure A. 2: Usefulness of the training according to participants 23

Figure A. 3: Usefulness of the training material 24

Figure A. 4: Application in practice of the knowledge acquired..... 25

Figure A. 5: Contribution of the training to higher level objectives 26

Figure A. 6: Difficulties in applying the knowledge acquired: gaps in training..... 27

Figure A. 7: Difficulties in applying the knowledge acquired: continuity in training 28

Figure A. 8: Difficulties in applying the knowledge acquired: other factors 29

Executive summary

The objective of this evaluation¹ is to verify whether STDF project 15² achieved the objectives set out in the project document, to identify if it contributed to any of the higher level objectives of the STDF, and to draw key lessons for the benefit of both recipients and donors and for future STDF programme development. The evaluation was conducted by means of desk research, supplemented by a survey of training participants and interviews with the project organisers (OIE, ENVS).

The overall conclusion of the evaluation is that this project was run successfully and that it has largely met its objectives. In particular, in terms of the standard evaluation criteria on which the project was assessed, our findings can be summarised as follows:

Relevance: the project was relevant in that the training provided was the right answer to both beneficiary needs and the institutional context (STDF and OIE needs) at the time. Effectiveness: the project has significantly achieved its objectives, both in terms of raising participants' awareness of the OIE, the WTO/SPS and of the rights and obligations of OIE members, and in terms of the application in practice of the knowledge acquired. Efficiency: the project's activities and outputs were delivered as planned, on time and within the budget, while important cost and other synergies were created by the combination of on-going WTO training with the project's activities. Impact: the training appears to have made a real difference to the awareness levels and day-to-day work of participants; beyond these direct objectives, results clearly demonstrate that the project fit well within the OIE mandate under the WTO/SPS Agreement in terms of ultimately contributing to the development, promotion and correct implementation of internationally recognised standards on animal health. Sustainability: the benefits of the project have been found to continue after the end of the training, both at the individual participant level and at the institutional level.

The main lessons to be drawn from this project are the need for a sustained training effort towards the achievement of long-term results, and the need to pursue in parallel other critical success factors such as good governance and capacity improvements. Consequently, on the basis of these findings, recommendations of relevance to the STDF and/or the wider donor community are made, as follows: to

¹ The framework for this evaluation is set on Standard Evaluation Guidelines for STDF projects, based on the OECD-DAC Principles for the Evaluation of Development Assistance.

² STDF project 15, entitled "Training for Trainers" was implemented by the World Animal Health Organisation (OIE) in collaboration with the "Ecole Nationale des Services Veterinaires" (ENSV) and the WTO. The project was mainly addressed to delegates of OIE developing country members, and it aimed to facilitate implementation of the WTO-SPS Agreement by increasing awareness of the provisions of the Agreement and the activities of the OIE in the field of animal health standards.

continue funding training activities; to further focus the content of future training; to ensure that future projects actively apply the lessons learnt from previous activities; to perform a global and multi-annual needs assessment to identify actual training needs across countries and through time; to provide the necessary capacity improvements to enable the application in practice of the knowledge acquired; to explore possible synergies between training activities on a project-by-project basis; and to pursue activities that encourage pre- and post- training follow-up.

1. Introduction

1.1. Policy context

STDF project 15, entitled 'Training on the WTO SPS Agreement for new Delegates of OIE Member Countries - "*Training for Trainers*"' was implemented by the World Animal Health Organisation (OIE)³ in collaboration with the "Ecole Nationale des Services Veterinaires" (ENSV), the OIE Collaborating Centre for the Training of Official Veterinarians in Lyon, France and with the WTO.

The project's rationale was the need to improve the understanding of OIE developing country members of the way the OIE operates in the field of safety of the international trade of animals and products and the SPS Agreement and its implications⁴.

This project included the development of a training curriculum by the ENSV and training sessions in the form of five regional seminars. Four out of the five seminars were organised in conjunction with WTO regional workshops.

1.2. Project summary

The aim of the project was to integrate developing countries more fully into international trade aspects by raising OIE Delegates' awareness of the provisions of the SPS Agreement, including of the stakes involved in their capacity to negotiate with developed countries in the sanitary field.

The project was mainly addressed to Delegates of OIE developing Member Countries, and it was aimed at facilitating implementation of the WTO-SPS Agreement while at the same time increasing the awareness of OIE Delegates in the activities of their organisation, particularly market access.

The OIE managed the project in collaboration with its Collaborating Centre in Training Veterinary Services, the ENSV, and the WTO.

³ The OIE is the intergovernmental organisation responsible for improving animal health worldwide. It is recognised as a reference organisation by the World Trade Organization (WTO) and as of January 2008, had a total of 172 Member Countries and Territories. The OIE has Regional and sub-regional Offices on every continent.

⁴ At the time of the project's implementation, the OIE had 168 Member Countries, including 120 developing countries, represented by national Delegates appointed by their Governments.

The project comprised a pilot seminar organised at the OIE Headquarters and five regional seminars, one in each of five regions.

The Pilot Seminar was organised with the objective to obtain a model for standard seminar which would be carried out in each OIE Region. The Pilot Seminar was held in June 2005 at the OIE Headquarters and lasted for 3 days. It was attended by all OIE Regional Representatives, elected Members of OIE Regional Commissions, selected OIE Delegates from developing countries and resource persons from the OIE Central Bureau, WTO and the ENSV. The seminar consisted of two parts: a theoretical part and a practical part (analysis of concrete examples, tutorial work, etc.).

The Pilot Seminar was evaluated in two stages. An assessment was made immediately after the seminar by the trainees themselves and a second assessment was carried out a few weeks later by the ENSV to fine tune the presentations, so that developing countries reap maximum benefits from subsequent training seminars. The outcome of these evaluations was highly positive.

The regional seminars were:

- Bamako, Mali, 3-7 October 2005 for West African countries (20 participants, from 10 countries);
- Bangkok, Thailand, 10-14 October 2005 for Southeast Asian countries (10 participants, from 7 countries);
- Cairo, Egypt, 12-15 June 2006 For Middle East Countries (25 participants, from 10 Countries);
- Vienna, Austria, 17-21 July 2006 for European countries (9 participants, from 6 countries); and,
- Bogotá, Colombia, 30 October - 4 November 2006 for Latin American countries (25 participants, from 10 countries).

The seminars were attended by all Chief Veterinary Officers (CVOs) of the sub region as well as their close collaborators⁵. Four of the five workshops were organised in conjunction with WTO regional workshops in the period 2005-2006.

⁵ In order to ensure that the seminars were targeted to the right experts, the OIE indicated to the WTO the persons that should be invited. WTO distributed the invitation via the OIE Delegate, requesting them to send mainly experts that are committed to stay in their services and continue their functions in the long run. Some of them were OIE Focal Points (there are currently 5 OIE Focal Points in each country,

Other project outputs included the development of a CD Rom for OIE Delegates and an Educational Tool Box for the organisers of future standard "Training for Trainers" seminars. The CD Rom was developed as a teaching aid for seminar participants by the OIE in collaboration with the ENSV, and comprised a Vademecum of the OIE with a practical guide for its utilisation. Four copies of the CD Rom were sent to every OIE Delegate worldwide, and copies were also sent to OIE Regional and Sub-Regional Representations. The Educational Tool Box, which was prepared by the ENSV, included the contents of the CD Rom, other teaching materials such as practical examples and video-films of the lecturers' presentations during the Pilot Seminar, and a practical guide with instructions for the organisation of such seminars. This was distributed to each Department of the OIE Central Bureau and to all OIE Regional and Sub-Regional Representations (one has been sent to the WTO).

The implementation of the project started in 2005 and finished in 2006.

1.3. Objectives of the evaluation

In accordance with the STDF Operational Rules (STDF 139, Rev. 1) this "ex post" evaluation of STDF project 15 was commissioned to Agra CEAS Consulting, acting as an independent organisation from all partners involved in this project. The framework for this evaluation is set on Standard Evaluation Guidelines for STDF projects, based on the OECD-DAC Principles for the Evaluation of Development Assistance⁶.

The objective of this evaluation is to verify whether the project achieved the objectives set out in the project document; identify if the project has achieved any of the higher level objectives of the Facility (e.g. a measurable impact on market access, an improved domestic, and where applicable regional, SPS situation, and poverty reduction); and, identify any key lessons learned for the benefit of both recipients and donors and for future STDF programme development.

covering the subject areas of Sanitary Information, Animal Welfare, Veterinary Medicines, Animal Production Food Safety and Aquatic Animal Health).

⁶ DAC Principles for Effective Aid (<http://www.oecd.org/dataoecd/31/12/2755284.pdf>).

2. Methodology

This evaluation is organized around the standard evaluation criteria of relevance, effectiveness, efficiency, impact, sustainability and lessons learnt, and in accordance with the relevant provisions and criteria for the funding of partner projects under the Operational Rules of the STDF⁷.

The evaluation was conducted by means of desk research of available background information and literature, supplemented by a survey of training participants and interviews with the project organisers (OIE, ENVS).

It is noted that the key officer in charge of the overall implementation of this project at the OIE HQ is no longer in this position, so the interviews were conducted with his successor and other OIE desk officers involved (some of which were present in some of the training sessions). A related recommendation here could be that future evaluations of training projects are carried out closer to the actual period of the training.

The available background documentation included training materials (pedagogical supports such as PPS presentations and hand outs, and the OIE training Tool Box), the STDF 15 Final Report and project application grant, and training participant evaluation forms as collected at the time of the training.

In addition, a survey of all participants to the training (i.e. the 5 seminars) was carried out by Agra CEAS on the basis of a questionnaire especially developed for this purpose. The full results of this survey are attached in **Appendix 1**.

⁷ STDF 139 Rev. 1

3. Findings and analysis

Our analysis and key findings are detailed below in terms of the evaluation criteria of relevance, effectiveness, efficiency, impact, sustainability and lessons learnt.

3.1. Relevance

Overall conclusion: The project was the right answer to the needs of the beneficiary at the time. Nonetheless, the scale of the project would not allow a full response to the needs. The needs which gave rise to the project continue to exist, although not necessarily in the same countries and with the same order of priority. A global and multi-annual needs assessment, to assess training needs across countries and through time, could be recommended in this respect.

Our interviews with the institutions involved (WTO, OIE, ENSV), our review of available participant evaluation forms⁸, and our survey of the participants across the five training sessions found that the training has been generally relevant in terms of responding to national, institutional and individual needs. The large majority of participants found the seminars to be highly relevant and timely. In addition, all participants found the seminars to be very informative and useful as illustrated by **Figure A. 1** in the **Appendix**.

Also, seminar participants found the training material delivered during the seminar very helpful. Teaching materials and Power Point presentations, the CD Rom of the OIE as well as the guidance on how to deliver such presentations in their respective home countries was found to be very useful by some 80%-90% of all respondents (**Figure A. 3**).

It would also appear that the seminars largely matched the beneficiary needs, both in terms of usefulness and the ability to apply the knowledge acquired (**Figure A. 2** and **Figure A. 4** respectively) and in terms of the scope of the training (with three quarters of respondents to the survey indicating they did not see any gaps in the training provided, **Figure A. 6**).

The OIE indicates that there is quite a high turnover of delegates in the veterinary field in its Member Countries, with about a quarter to a third of all delegates changing from year to year. To address this problem and improve the relevance of the training (i.e. deliver the training to the relevant people) the OIE indicated to the

⁸ These were available for two of the seminars (Vienna and Cairo).

WTO the names of people to be invited. WTO distributed the invitations to the seminars via each OIE Delegate asking that participants be selected *inter alia* on the basis of their long-term commitment and continuity in the Veterinary Services (VS).

Suggestions to make future training more relevant would include:

- Improved *needs assessments*, using *inter alia* the support that the OIE can offer. For example, the evaluation of performance of VS in OIE member countries using the OIE PVS tool⁹ (which was developed since the training took place and has already been applied in a number of developing country members of the OIE) makes a diagnosis of the current situation, which could provide an objective basis for the definition of a multi-annual training plan that identifies knowledge gaps and sets out needs and priorities. It is noted that following the first round of evaluations using the OIE PVS tool conducted since 2006, the OIE will be launching shortly a 'gap analysis' to identify specific areas where gaps have been found and means of addressing those.
- In terms of *course content*, there is scope for targeting this further to specific subject areas including through the use of practical examples and simulation exercises. Although respondents to the survey largely welcomed the level of training provided, there were calls for more detailed, in-depth and focussed practical application to case studies of national and/or regional relevance. A range of useful suggestions were made by participants for a more hands-on approach in this type of training with simulations and exercises and training material, pre- and post-course information and/or activities, extending the course period for more in-depth training, and providing continuous support through e.g. e-learning. It is noted that similar suggestions have already been offered under the 2006 independent evaluation of WTO-provided training and technical assistance¹⁰, which suggests that a parallel approach and cooperation between

⁹ The *OIE Tool for the Evaluation of Performance of Veterinary Services (OIE PVS Tool)*. The OIE PVS Tool is designed to assist Veterinary Services to establish their current level of performance as compared with the performance standards for veterinary services, set out in the OIE Terrestrial Animal Health Code, to identify gaps and weaknesses regarding their ability to comply with these standards, to form a shared vision with stakeholders (including the private sector) and to establish priorities and carry out strategic initiatives.

¹⁰ Strategic Review of WTO-provided TRTA (WT/COMTD/W/152) which was conducted by external consultants for the WTO Secretariat in July 2006. The report makes suggestions for improving the content of courses, using relevant examples, making it interactive with case studies, simulations, with hands-on training as opposed to theoretical lectures, preparing lists of readings, expanding pre-training, e.g. through electronic means, and including an academic dimension. The suggestion is made to ask participants to prepare brief reports on country-specific problems and/or issues, for presentation and discussion in the courses. Another recommendation contained in the report is that the duration of some courses can be extended, so as to provide more time to treat the subject matters in depth, undertake simulations and to absorb the information.

the two organisations can create important synergies for the improvement of the training provided.

- The high turnover of veterinary delegates in OIE Member Countries makes this type of project highly relevant at any point in time and indeed calls for *continuous and sustained training efforts* (see also section 3.5).
- There may also be a case for a more formal endorsement of criteria for the *selection and approval of the people receiving the training*, such as their long-term commitment and continuity in the VS.

3.2. Effectiveness

Overall conclusion: The project largely achieved its direct objectives, both in terms of raising participants' awareness of the OIE, the WTO/SPS and of the rights and obligations of OIE members, and in terms of the application in practice of the knowledge acquired. Major factors influencing the achievement or non-achievement of the objectives in the long-run relate to critical elements of the operation of Veterinary Services including good governance, capacity improvements and sustainable funding.

Effectiveness here is addressed mainly in terms of the extent to which the project's direct objectives were achieved. The project's contribution to the higher level objectives of the STDF (such as improved market access, higher domestic/regional SPS levels, and poverty alleviation), are addressed under section 3.4 on the impact of the project.

The results of the survey show that the objectives of the seminars have been largely achieved in terms of various indicators explored in the survey. In particular, all of the respondents found that the seminars had significantly improved their knowledge of the WTO/SPS Agreement, of the OIE as an organisation, and of their rights and obligations as OIE members, with over half indicating maximum scores (5) of seminar achievement in these respects (**Figure A. 2**). Furthermore, some 94% of respondents found that they have been able to apply in practice the knowledge acquired during the seminar with regard to the overall organisation and structure of the Veterinary Services in their countries. Also, around 88% of respondents indicated that the knowledge acquired in the seminar has significantly helped them in practice to, for example, better implement OIE Sanitary Codes and WTO/SPS rules and to better organise the collection of epidemiological information in their countries. Moreover, some 80% of respondents pointed out that the knowledge acquired was useful for

them with regard to meetings conducted both on national and international level (**Figure A. 4**).

It is noted, nonetheless, that an important factor for the achievement of the objectives in the long-run is that continuous training is provided and that training alone is not sufficient (**Figure A. 7** and **Figure A. 8**). In particular, 94% of respondents to the questionnaire indicated that more and continuous training is needed, whereas according to 64% of respondents training alone is not sufficient.

Respondents gave numerous examples of what other factors affect the usefulness of the training in their opinion, including:

- Funding availability;
- Lack of infrastructure;
- Lack of appropriately qualified personnel within the VS;
- Needed capacity improvements;
- Language barriers and the possibility to disseminate the knowledge to all concerned; and,
- Lack of continuity with regard to decision making (decision makers appear to move on to new positions after only a few years in office).

These gaps are also often highlighted in the on-going OIE evaluations of the performance of VS using the PVS tool. Thus, the OIE has often identified fundamental gaps in the system including the above, but also even at the most basic level good governance issues. This includes, for example, the lack of appropriate legislation for disease surveillance and reporting, lack of fundamental infrastructure for the collection of information, lack of appropriate administrative structures (eg the veterinary chain of command), lack of risk analysis capacity etc. There is therefore in many cases a fundamental need to improve the overall performance of the VS. This is a major factor ultimately influencing the achievement of the objectives of any training programme.

3.3. Efficiency

Overall conclusion: The project's activities and outputs were delivered as planned, on time and within the budget. The project was a cost-effective contribution to addressing the needs of the beneficiary at the time, especially given the synergy sought in the activities between this project and on-going WTO training.

The project was largely completed according to the original Terms of Reference and the project grant application. Respondents to the survey indicated that the seminars were overall well organised (**Figure A. 1**) and that the training materials provided were very useful (**Figure A. 3**).

The fact that four out of the five seminars were carried out at the back of WTO technical assistance activities (regional workshops on SPS measures) created important synergies and made this project more cost-effective to deliver. The project was completed in any case within the budget.

On the other hand, an inevitable drawback of combining the organisation of this project's activities with the WTO training activities was that the former were made dependent on changes in the schedule of the latter (consequently some activities had to be re-scheduled a few times). Also, the parallel involvement of two organisations in the planning and administrative aspects of these activities could create delays and confusion. We would expect however such issues to be ironed out in the event of future combined training, using the experience gained this time.

3.4. Impact

Overall conclusion: The project was found to have made a real difference to the awareness levels and practical day-to-day work of training participants, which can be considered as the project's direct objectives. Although it is more difficult in the short term to assess the impact of the project to higher level STDF objectives (such as market access, improved SPS situations and poverty alleviation), it is clear that this type of project fits well within the OIE mandate under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS).

The survey results clearly demonstrate that in many countries the training has had a noticeable institutional impact, primarily in building up the capacities of a cadre of trade-skilled professionals particularly in agriculture and/or trade ministries to understand and implement WTO SPS and OIE rules. In particular, respondents indicated that they feel that the application of the knowledge acquired during the

seminars has significantly contributed to enhance their capacity to meet international SPS standards and to enable better prevention and management of animal diseases (**Figure A. 5**).

On the other hand, in most countries the capacity to implement international standards, *inter alia* through the design of national measures, and to negotiate at an international level remains relatively weak, even if there is evidence of a greater and more active engagement in international fora and meetings (including those conducted at OIE level). This points to the need for a continuity in the training effort (**Figure A. 7**) as well as for the improvement of other factors that would contribute to the application of the knowledge acquired through the training (**Figure A. 8**).

Impacts at the individual level are generally easier to identify than at the institutional level. It appears that the training largely helped trainees to perform particular tasks more effectively. As already indicated elsewhere, survey respondents largely felt that the application in practice of the knowledge acquired during the seminar contributed to achieving specific objectives in their countries. This includes *improved awareness* of the OIE as an organisation, of the WTO agreement on the application of SPS measures, and of the obligations and rights of both their countries as OIE Members, and themselves as OIE delegates (**Figure A. 2**), as well as the *application in various practical contexts of the knowledge acquired* (**Figure A. 4**).

Numerous examples of an enhanced capacity to deal with a range of practical problems were quoted (in response to Question 5 of the survey, see Appendix I). For instance, one participant specifically mentioned that during a pig disease outbreak in Georgia in 2007, the knowledge acquired during the training seminar proved to be useful. Another participant indicated that in the framework of regional harmonisation in the fight against transboundary diseases in sub-Saharan Africa, the training provided valuable guidance for the development of a national preparedness and emergency plan for HPAI in Niger. A few participants that were new in their post in this field found that the training helped them improve their knowledge of these issues and their capability to participate in the negotiation of animal health matters at multilateral and bilateral level. Other participants indicated that the knowledge acquired during the seminars allowed them to improve disease notification to the OIE, and to provide further technical training to their country teams particularly. One participant said that the knowledge acquired during the seminar helped him in the process of gaining laboratory accreditation. Finally, a number of participants indicated that following the training they organised seminars at national level, such as on quality control measures at border level in one case, and on risk analysis and the role of laboratories in another.

In terms of the higher level objectives of the STDF programme, it is generally difficult to assess the impact of a training project in the short term, especially in terms of a measurable impact on market access, improved domestic/regional SPS situations, and/or poverty reductions, which are the higher level objectives of the STDF programme (and are considered here to be the project's indirect objectives).

The majority of respondents found that the seminar has considerably contributed to enhancing market access opportunities for their countries and to promote development goals. Moreover, the application in practice of acquired knowledge was seen as generally contributing to the global objective of poverty alleviation (**Figure A. 5**).

Another measure of impact, at the institutional level, is the fact that the OIE is changing its approach as a result of the feedback received from this project. The OIE has recently applied for a follow-up project, and it is understood that this has been designed drawing on the lessons from this project (see also section 3.6).

It is clear that this type of project fits well within the OIE mandate under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS), and its broad objective to safeguard international trade in animals and animal products through the development and promotion of internationally recognised standards on animal health and welfare.

The role of the OIE for the achievement of Millennium Development Goals (MDG), such as its contribution to poverty alleviation, although important, does not appear to be explicitly or formally stated at present. The current OIE Strategic Plan¹¹ mentions poverty reduction as an ultimate goal, however the OIE may need to define its role and contribution on this more clearly and explicitly in its policy line, such as has been the case with WTO-provided training and technical assistance. It is noted however that, particularly in the current economic climate of high grain prices and staple food shortages in many of the poorer developing countries, this type of training becomes inevitably a more marginal factor in the contribution towards poverty reduction.

For the proper assessment of the impact of this type of project on higher level STDF objectives, a longer time period, appropriate indicators, and the availability of hard data would be required. Such indicators could be, for example, an increased participation in international meetings and fora (in this case OIE technical meetings),

¹¹ The *OIE Fourth Strategic Plan*, which was adopted by the OIE International Committee in the OIE General Session of May 2005, is the OIE programme of action for the next five years. It broadens the mandate assigned to the Organisation in 1924 (to prevent the world spread of animal diseases) to extend it to "the improvement of animal health worldwide".

the increase and improvements in notification of OIE listed animal diseases, and countries' ability to react to unofficial disease reporting.

3.5. Sustainability

Overall conclusion: The benefits of the project have been found to continue well after the end of the training. However, sustaining the training effort and providing capacity improvements were identified as the two main key factors that ensure the sustainability of results. To improve the sustainability of results it is also important to ensure that the training is targeted to people who commit to a long-term career in their posts in the Veterinary Services (VS).

A priori we would expect a project involving the training of trainers to have important multiplier effects contributing to the sustainability of results. The survey results have shown that trainees continued to apply the knowledge acquired during the seminars (**Figure A. 4**). At the same time, many seminar participants believe that other factors such as capacity improvements and the availability of funding are crucial (see also section 3.2).

The high turnover of veterinary officials in the countries makes it difficult to assess the sustainability of results, because a large number of people receiving the training are likely to have moved on (as witnessed from the response to our survey). Also, the fact that the people who received the training are relatively highly likely to change position and role raises questions on the extent to which results are sustainable *per se*. It is noted, however, that this same factor makes the training highly relevant at any point in time (see also section 3.1), both through direct impact on the training of new OIE Delegates and relevant staff, as well as through making them aware of the need to transmit their acquired knowledge to other relevant staff who would remain in their positions.

Suggestions to enhance the sustainability of results would include:

- The *continuity of the training effort*, as already stated, has been identified as a key factor for ensuring the sustainability of results. It appears that this is especially the case in the veterinary field, where a high and quick turnover of OIE delegates has been noted.
- It is recommended that improvements to the design and focus of any future training are based on actual *needs assessments*. It is understood that the OIE has recently applied to the STDF for a new grant to continue the training it provides.

With this the OIE aims to improve the focus, *inter alia* by incorporating the results of its own evaluations on the performance of VS using the PVS tool, whereby the OIE - in collaboration with the evaluated countries - has identified gaps and needs in the operation of the VS. Results obtained from the use of the PVS Tool in groups of countries/regions could form the basis of a needs assessment for strengthening veterinary infrastructures and, hence, animal health and animal production food safety capacities.

- *Pre- and post- training follow-up*, such as through the development of a dissemination programme, and distance or e-learning. The OIE is currently working on ideas to improve the dissemination of future training, such as for example by engaging the trainees to commit to deliver a training workshop to their country teams. Also, the ongoing expansion of the OIE regional representation, through the establishment of sub-regional offices¹², is expected to allow a closer pre- and post- follow-up of training activities in the future. On the issue of e-learning, the OIE is in principle in favour of the idea but this would need to be developed with the cooperation of international organisations that already possess the technological know-how and dedicated budget lines for the development of such products.

3.6. Lessons learnt

Overall conclusion: The main lessons to be drawn from this project are that a sustained training effort is needed for the achievement of long-term results, and that training should be pursued in parallel with other critical success factors such as capacity improvements, particularly for the strengthening of veterinary services. In terms of the project design and implementation, it is important for any future training activity to draw on the experience gained and to build on the results of previous activities. Use of the OIE PVS Tool in groups of countries could provide the basis for a needs assessment on a regional basis. Finally, where appropriate, the parallel organisation of activities and synergies between the training provided by the various organisations involved in the development and implementation of SPS standards should be sought.

¹² At the moment the OIE has five representations, one in each geographical region. The OIE maintains representations in the following regions: Africa, the Americas, Asia-Pacific, Eastern Europe, and the Middle East. The goal of these Representations is to provide regionally adapted services to Member Countries so that they may strengthen the surveillance and control of animal diseases in the region. The OIE is now looking to expand its representation at a sub-regional level.

In terms of the project design and implementation, a number of lessons were drawn from the activities. In particular, the need was identified to design slightly longer and more focussed courses, to involve people from countries as well as regional representations (to encourage interactions at regional level), to involve both the government and private sectors in the training (depending on the model of public/private partnerships in each region/country), and to leave participation open to other relevant counterparts if they can cover their own travel/accommodation costs.

In terms of the project planning and budget, the fact that the delivery of the training was linked to parallel activities carried out by the WTO has assisted collaboration and synergies between the two organisations, as envisaged in paragraph 47 of the STDF Operational Rules for partner projects (STDF 139 Rev. 1). It was found that important parallels can be drawn with the training provided by the WTO and that therefore such forms of collaboration and exchange between the two organisations should be encouraged (although organisational issues arising from the involvement of several organisations may need to be improved).

Apart from contributing to the cost-effectiveness of the activities, the parallel organisation of the training created synergic effects in that it allowed participants to see the whole picture in terms of the global implementation of SPS standards and the organisations involved, and promoted networking between counterparts responsible for the implementation of the various standards (e.g. between animal health and public health or plant health experts, as well as between the private and public health sector).

It would therefore be recommended that, where appropriate, such synergies are sought at every level possible (financial, logistic, technical) between partner organisations, such as the OIE, the WTO and the Codex Alimentarius Commission in future projects. Within this general principle, it is recommended that the exact form and level of the synergies is defined on a project by project basis, depending on the objectives of each project.

In terms of the achievement of the longer-term and higher objectives of the STDF programme, key lessons that can be learnt from this project which are of importance to the broader donor community are:

- The demonstrated need for continuous training, adapted to the evolving needs and knowledge gaps of the various developing/transition countries;
- The need to complement this effort by encouraging good governance and appropriate improvements in the Veterinary Services (VS), to develop countries'

capacity to apply and implement international standards. For example, improvements need to be sought in the ability to draft appropriate legislation, in building communication channels and designing communication procedures adapted to countries' needs, in developing the infrastructure to strengthen the veterinary chain of command and support the conduct of risk analyses as appropriate, and in securing sustainable funding.

4. Conclusions and recommendations

Overall, the conclusion of this evaluation is that this project was run successfully and that it has largely met its objectives. In particular, the project was assessed in terms of the standard evaluation criteria of relevance, effectiveness, efficiency, impact, sustainability and lessons learnt. Our findings can be summarised for each criterion as follows:

In terms of relevance, although the scale of the project could not possibly allow a full response to covering knowledge gaps in the field of the implementation of animal health standards, the training provided was found to be the right answer to both beneficiary needs and the institutional context (STDF and OIE needs) at the time. It is noted that these needs continue to exist, albeit evolving in line with changes in standards, in the animal health situation, and in the performance of Veterinary Services (VS) and knowledge gaps in the various countries. Also, the relatively high turnover of veterinary delegates to the OIE makes this type of training highly relevant at any point in time.

In terms of effectiveness, the project was found to have largely achieved its objectives. This was both in terms of raising participants' awareness of the OIE, of the WTO/SPS and of the rights and obligations of OIE members, and in terms of the application in practice of the knowledge acquired. It is noted that the achievement of these objectives in the long-run depends on other critical factors in the operation of Veterinary Services, including good governance, capacity improvements and the availability of a regular flow of funding to support these.

In terms of efficiency, the project's activities and outputs were delivered as planned, on time and within the budget. Important cost synergies were created by the combination of on-going WTO training with the project's activities. This also provided other benefits such as encouraging networking between the various counterparts working on the different SPS fields (public health, plant health and animal health), and allowing participants to obtain a more global picture of SPS issues. This synergic approach was therefore suitable for the needs of the project at the time.

In terms of impact, the training appears to have made a real difference to the awareness levels and day-to-day work of participants, with numerous examples quoted by respondents to the survey on areas where the knowledge acquired was applied in practice, including to improve notification procedures, prepare emergency plans, provide further training to country teams, obtain laboratory accreditation, or foster regional harmonisation in the fight against transboundary animal diseases (TADs). Beyond the fulfilment of these direct objectives, it is more difficult in the short term to assess the impact of the project to higher level STDF

objectives (such as market access, improved SPS situations and poverty alleviation), for which many other factors also come into play. Results clearly demonstrate, nonetheless, that this type of project fits well within the OIE mandate under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures (SPS), in terms of ultimately contributing to the development, promotion and correct implementation of internationally recognised standards on animal health.

In terms of sustainability, as would be expected, it would be difficult with this project to have results maintained over time without further STDF funding or other donor support. Nonetheless, the benefits of the project have been found to continue after the end of the training, both at the individual participant level and at the institutional level. In the longer term, to ensure the sustainability of results, it is important to sustain the training effort and – in addition to the training - provide capacity improvements that would enable the application of the knowledge acquired. To improve the sustainability of results it is also important to ensure that the training is targeted to people who commit to a long-term career in their posts in the Veterinary Services (VS).

The main lessons to be drawn from this project relate to the need to ensure a sustained training effort towards the achievement of long-term results, and the need to pursue other critical success factors such as capacity improvements in parallel. Also, in terms of the project design and implementation, future training activity should draw on the experience gained from previous activities, including - where appropriate - possible synergies between the training provided by the various organisations involved in the development and implementation of SPS standards.

On the basis of these findings, the following recommendations could be made to the STDF and/or the wider donor community:

1. Given the results of this training, and the fact that - for the various reasons stated above (evolving needs, continued gaps in knowledge, need to sustain results, high turnover of veterinary expert delegates to the OIE) - this type of training was found to be highly relevant at any point in time, we would recommend **to continue funding training activities**.
2. The largest overall contribution of the training provided under this project was in terms of raising awareness levels amongst participants. This was considered to be a first step in the training effort. Based on participants' responses and feedback from the training providers, the need was identified to move to the next step, i.e. **to further focus the content of future training**, including through practical examples and simulation exercises on the implementation of the various international animal health standards.

3. In this context, it is also recommended that **future projects actively apply the lessons learnt from previous activities**, to build on their positive results and achievements (and to overcome any drawbacks and weaknesses).
4. In this respect, it would also be recommended **to perform a global and multi-annual needs assessment**, to identify actual training needs across countries and through time. A number of tools have been developed in recent years that could be used as the basis for these assessments, including the results of the ongoing OIE PVS evaluations and gap analysis.
5. A crucial factor for the application in practice of the knowledge acquired through this training is **to provide the necessary capacity improvements** including by promoting good governance. The work carried out by various international organisations in this respect (including the OIE) needs to be encouraged and continued, so that results can be incorporated in future training activities.
6. It is recommended that **possible synergies are explored on a project-by-project basis** between the various activities of the organisations involved (the WTO, the OIE, Codex Alimentarius etc.), and actively encouraged where appropriate (in accordance with paragraph 47 of the STDF Operational Rules¹³).
7. Finally, it is recommended to pursue activities that **encourage pre- and post-training follow-up**. A number of detailed suggestions have been made by participants and counterpart organisations, such as through the development of a dissemination programme, and distance or e-learning, and these need exploring further. In this context, the development of specific indicators to measure achievements and to undertake longer term impact assessments should also be encouraged.

Further suggestions and recommendations to improve the training are made at a more detailed level in our analysis and key findings in the main body of this Report.

¹³ Document STDF 139 rev.1

Appendix 1: Survey Results

This survey was conducted during the period between 14 March 2008 and 10 April 2008. A questionnaire encompassing seven question areas was sent to 77 participants of the seminars on 14 March 2008. A reminder was sent on 1 April 2008. 19 people responded to the questionnaire, which is considered a very good response given that some 45% of the addresses available were outdated, no longer in use or the people had moved on to other positions.

The sample of respondents is also very balanced between the different regions, as shown in Table A1.

Table A1: Number of respondents per seminar (region)

Seminar location	Number of respondents
Bamako, Mali	3
Bangkok, Thailand	3
Cairo, Egypt	4
Vienna, Austria	4
Bogotá, Colombia	5

Source: Agra CEAS Consulting.

The detailed results of this survey are shown in the following figures.

Question 2: Did you find the seminar was:

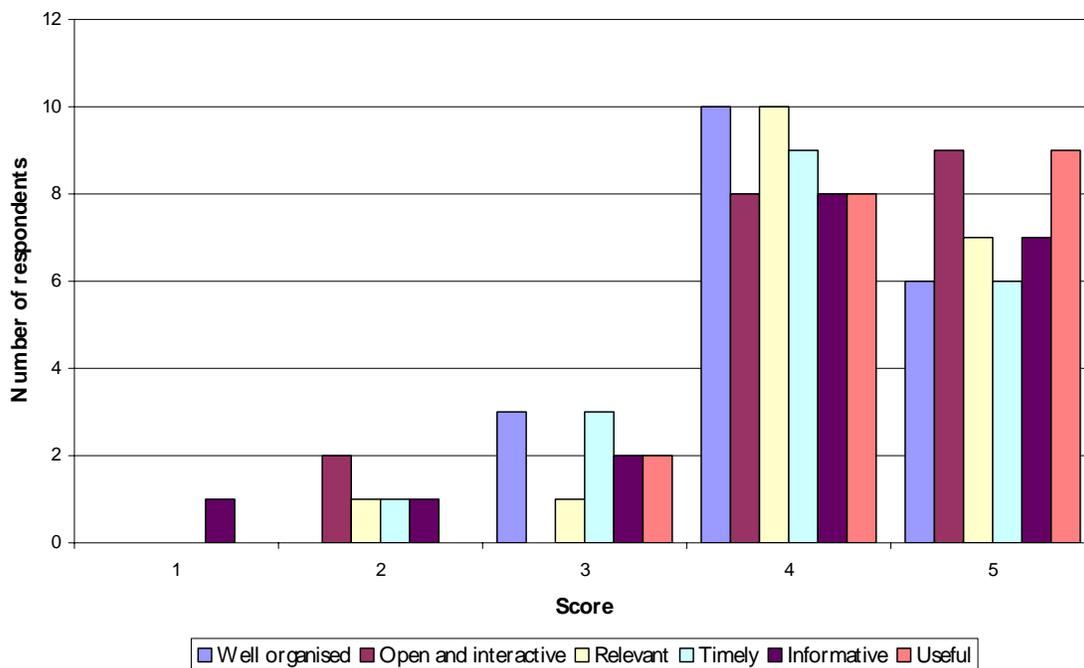


Figure A. 1: Overall perception of the training by participants

Source: Agra CEAS Consulting

Question 3: Did you find the seminar useful in terms of:

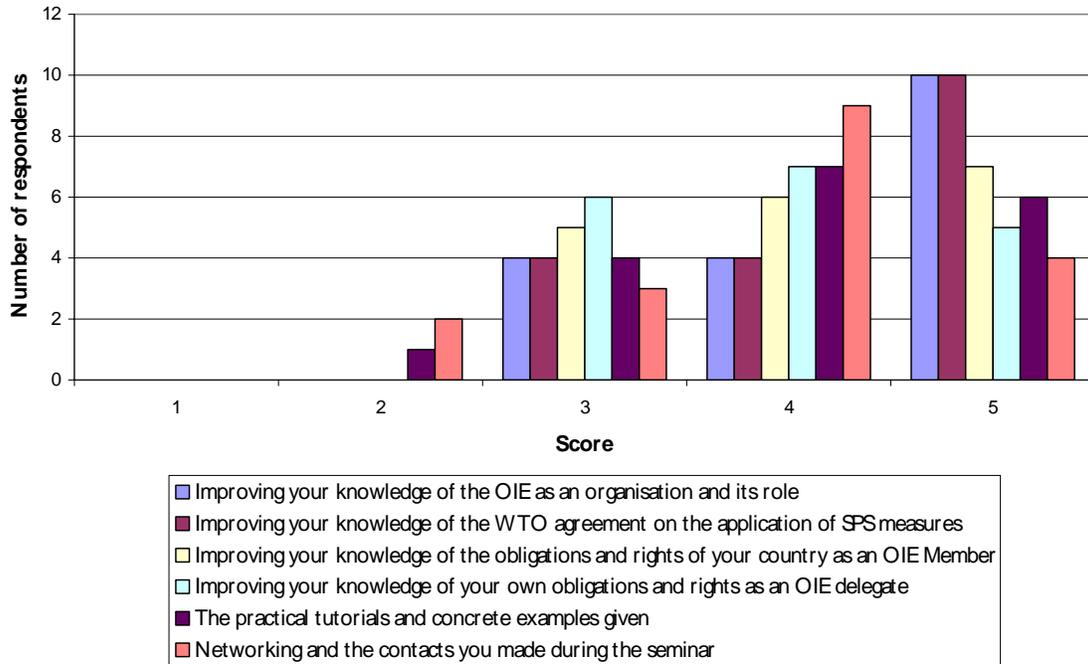


Figure A. 2: Usefulness of the training according to participants

Source: Agra CEAS Consulting

Question 4: Did you find the following training material useful:

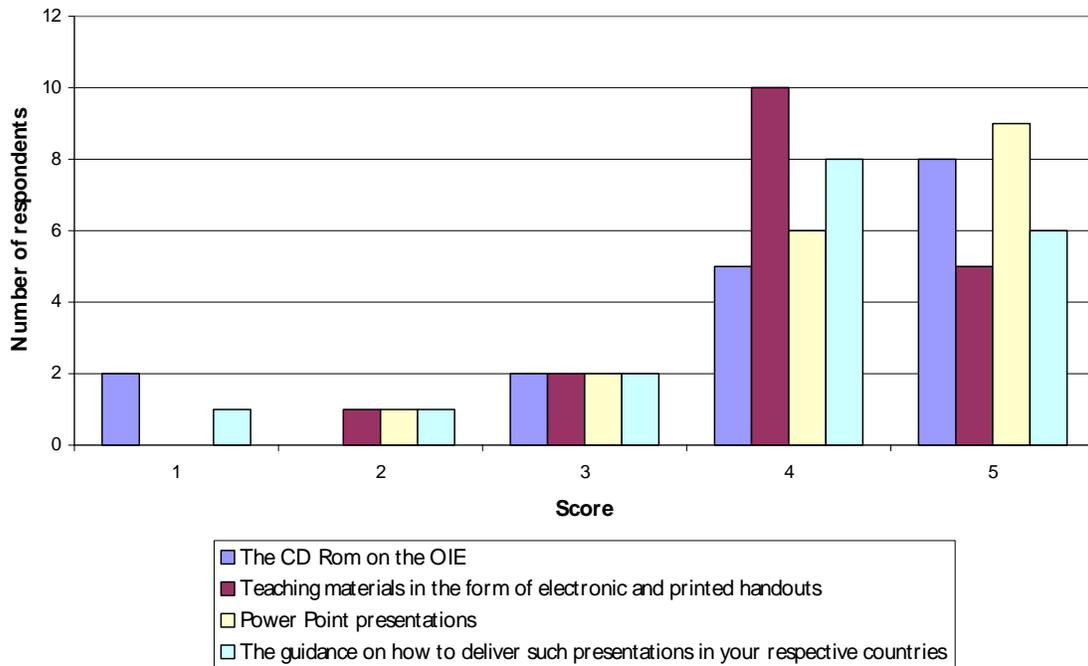


Figure A. 3: Usefulness of the training material

Source: Agra CEAS Consulting

Question 5: Have you been able to apply in practice the knowledge acquired during these seminars, in the following contexts? How useful has this been?

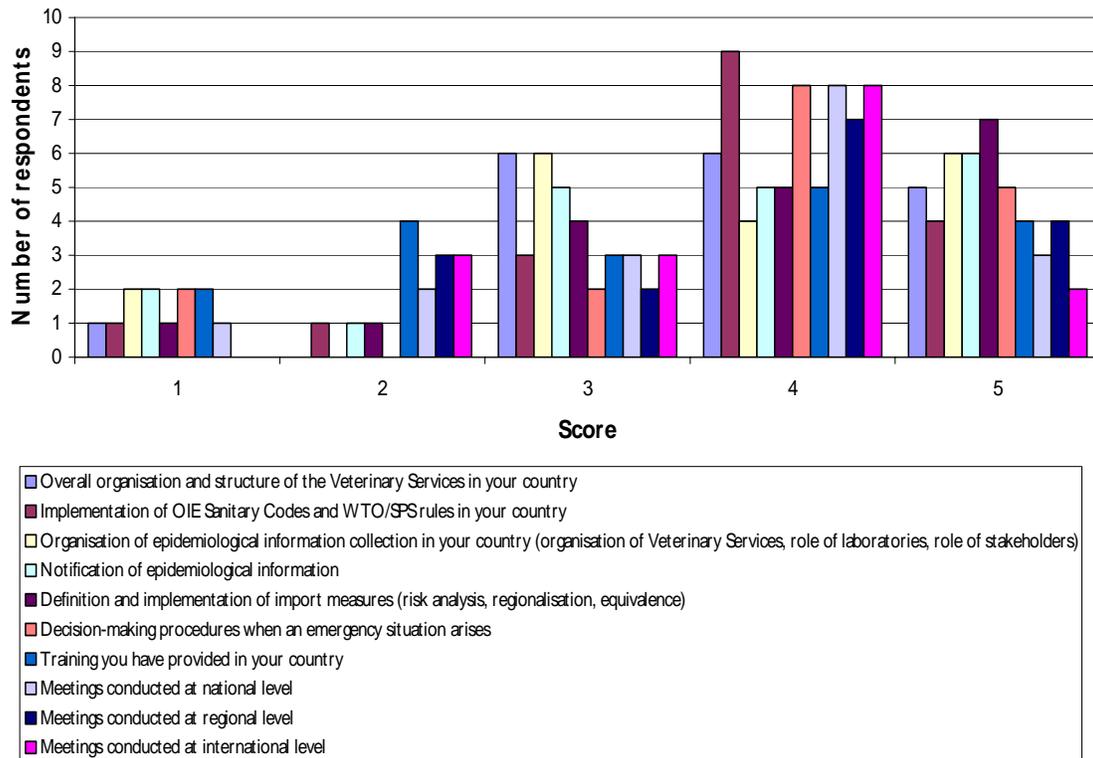


Figure A. 4: Application in practice of the knowledge acquired

Source: Agra CEAS Consulting

Question 6: To what extent has the application in practice of the knowledge acquired during these seminars contributed to the following objectives in your country?

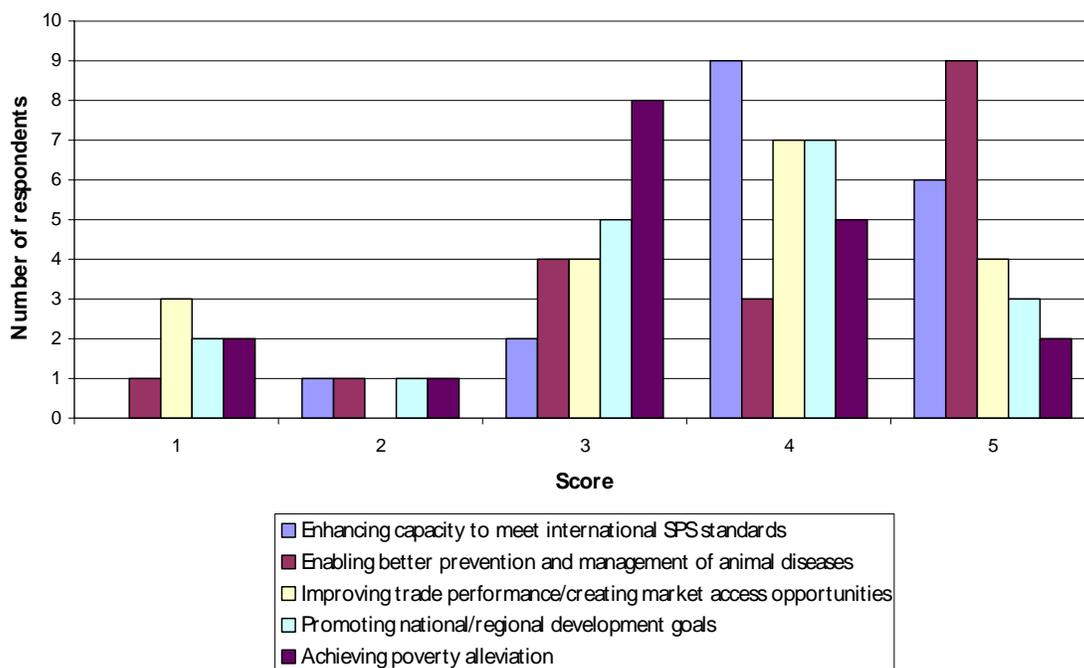


Figure A. 5: Contribution of the training to higher level objectives

Source: Agra CEAS Consulting

Question 7 a): If you have faced difficulties in applying the knowledge acquired, was this due to possible gaps in the training provided?

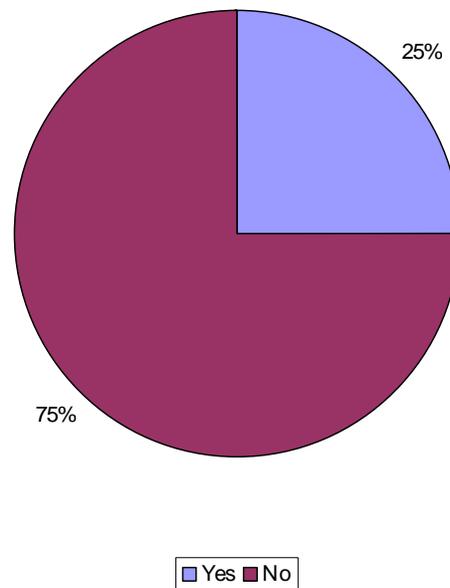


Figure A. 6: Difficulties in applying the knowledge acquired: gaps in training

Source: Agra CEAS Consulting.

Question 7 b): Is more and continuous training needed?

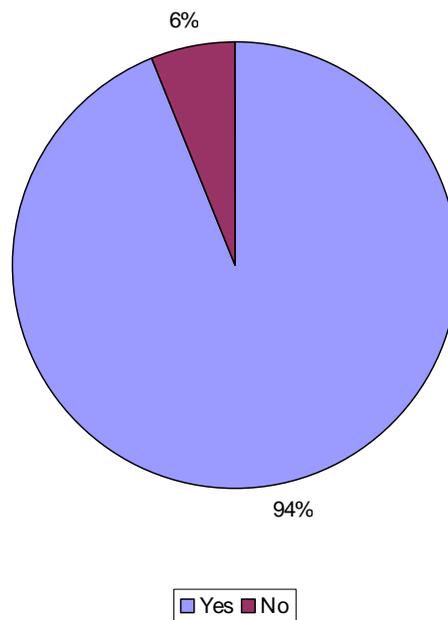


Figure A. 7: Difficulties in applying the knowledge acquired: continuity in training

Source: Agra CEAS Consulting.

Question 7 c): Is training in itself sufficient?

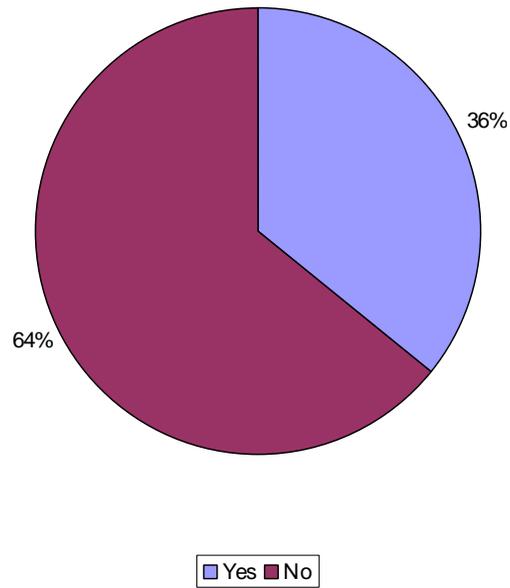


Figure A. 8: Difficulties in applying the knowledge acquired: other factors

Source: Agra CEAS Consulting.