



**Fabien SCHNEEGANS**

OIE Sub-regional representative in Brussels

**OIE Platform on Animal Welfare for Europe**  
**- *External Evaluation* -**

Eighth meeting of the Regional Core Group (RCG8), Madrid  
29-30 April 2019

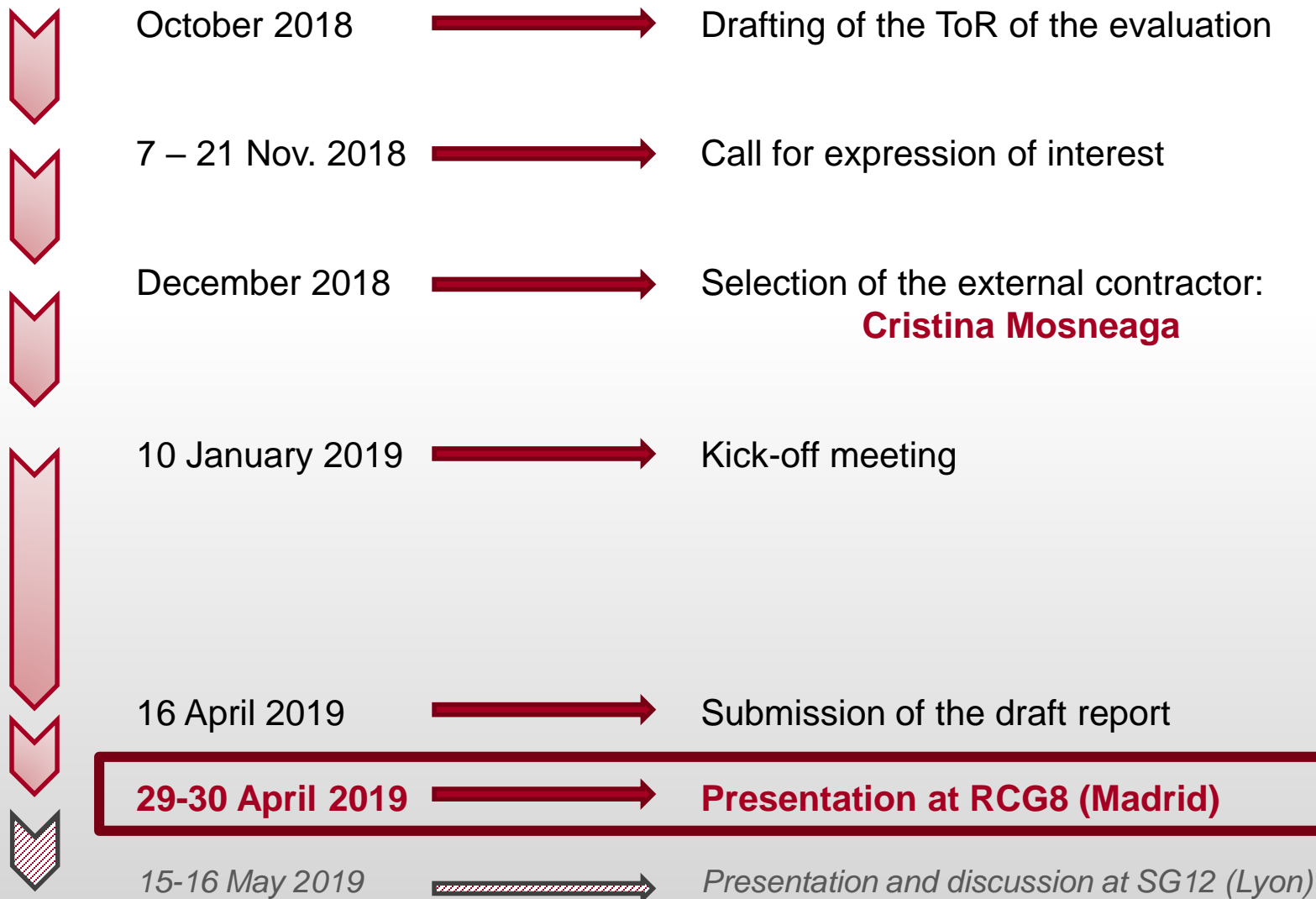
## Background

- ❑ End of 2016: 1<sup>st</sup> attempt of an external evaluation – 1<sup>st</sup> Action Plan (2014-2017).
- ❑ 2017, 2018: repeated calls for evaluation, including at
  - steering group SG10 in Berlin, May 2018
  - OIE regional commission for Europe in Tbilisi, September 2018
- ❑ Autumn 2018: strong request from the European Commission in order to consider its next contribution to the Platform (2019/2020)

## *Other considerations*

- ❑ *Growing culture of Monitoring & Evaluation, in-house OIE*
- ❑ *5 years of activity of the Platform*
- ❑ *Time to draft the 3<sup>rd</sup> Action Plan*

## Timeline



## The Terms of Reference

- ❑ **Scope of the evaluation =** 1<sup>st</sup> Action Plan  
2<sup>nd</sup> Action Plan in its current stage of implementation

- ❑ **Objectives of the evaluation**

**Overarching objective =** to provide a reasoned and analytical assessment of the Platform as a basis to guide its future development for the use of:

- OIE authorities: General Assembly; Council; Bureau of the regional Commission
- OIE management: Director General; DDGs; Heads of Department; RR/SRR
- Current and future donors
- Platform members and stakeholders

### **Specific objectives:**

- Assessing the effectiveness and the efficiency of the 1<sup>st</sup> and 2<sup>nd</sup> Action Plans
- Providing recommendations for the preparation of the 3<sup>rd</sup> Action Plan, identifying areas of further improvements in terms of:
  - Effectiveness
  - Efficiency
  - Management
  - Scope and monitoring of activities

❑ **Evaluation questions** = “To what extent:

- ...was the OIE AW Platform effective in implementing the Action Plans?
- ...have the activities of the OIE AW Platform been performed efficiently with regards to the funds, human resources and time delivery?
- ...is it possible to measure today whether the activities of the OIE AW Platform have been effective in delivering on its general and specific objectives
- ...are the current activities, scope and monitoring framework relevant to the needs of the region?”

❑ **Evaluation methodology**

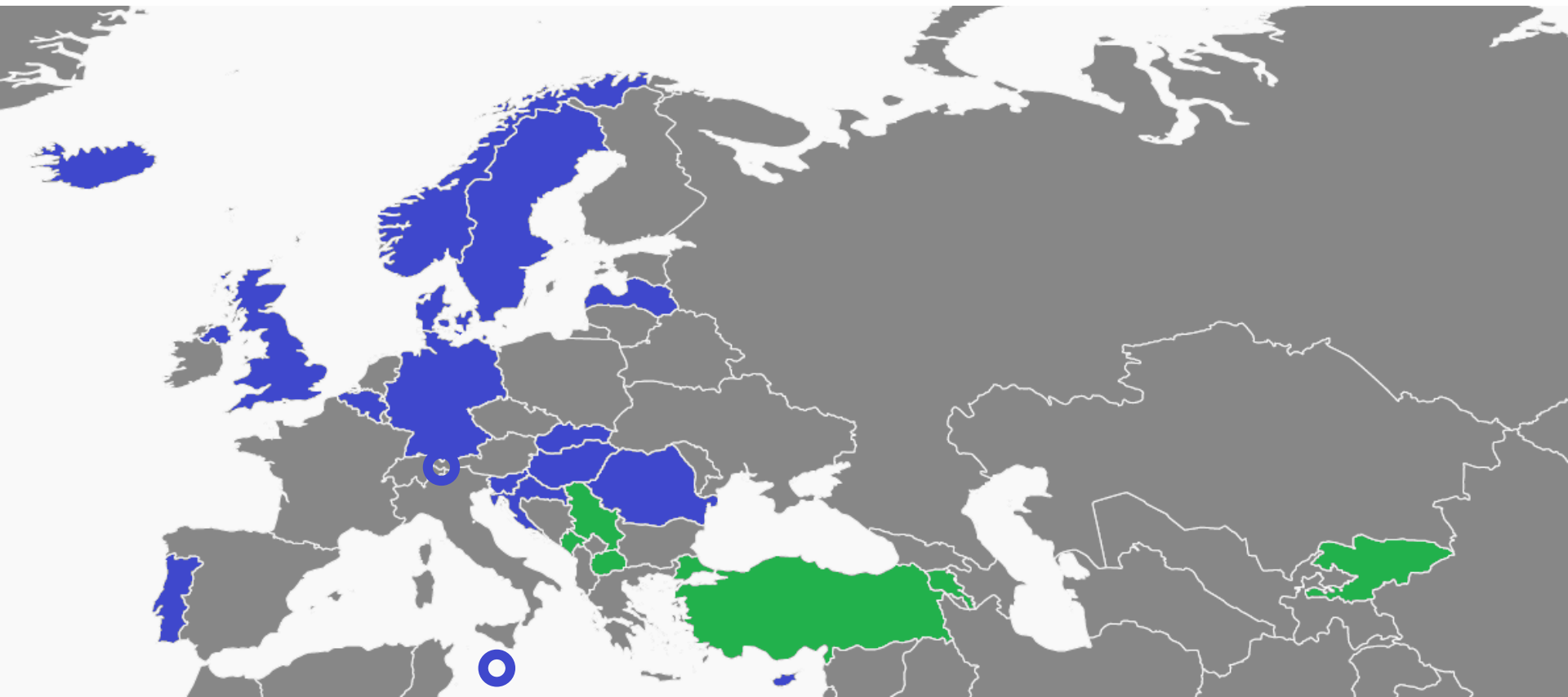
- Document review
- Key informant interviews with selected stakeholders, partners, beneficiary countries, donors, etc.
- Qualitative online survey aiming at the 53 countries of the Regional Commission + a number of organizations / NGOs

## Interviews

Respondent Category	Respondent Details	Location	Number
<b>OIE Senior Management and Headquarters</b>	Monique Eloit, DG Alain Dehove, Head of Finance Ingrid Contreras-Arias, World Fund unit Leopoldo Stuardo, Standards Department Communications Department OIE SRR Brussels Nadège Leboucq	Paris	7
<b>Members of the Bureau of Regional Commission</b>	Austria	Skype	1
<b>Members and Observers of the Platform SG</b>	Spain, Turkey Collaborating Center IZSAM Teramo Budimir Plavsic, RR Moscow	Brussels and Skype	6
<b>Platform Donors</b>	European Commission, Ireland, France, Switzerland, ICFAW	Brussels and Skype	5
<b>Beneficiary Countries</b>	Georgia, North Macedonia, Greece	Skype	3
<b>TOTAL</b>			<b>22</b>

## Survey = 29 contributions

- 17 EEE countries: BE (Fland.), CY, DE(2), DK, HR, HU, LV, MT, PT, RO, SE, SI, SK, UK  
Iceland, Liechtenstein, Norway
- 6 other beneficiary countries: Montenegro, North Macedonia, Serbia  
Armenia, Kyrgyzstan, Turkey
- 6 organizations and NGOs:
  - World Animal Protection, International Fund for Animal Welfare
  - Animal Health Europe, COPA-COGECA, FESASS, FVE



## Main findings

### ❑ Platform strategy

- Action Plan is based on a list of tasks/activities and is not results oriented
- Lack of a Theory of Change (ToC) outlining how the activities are expected to produce results

### ❑ Platform approach

- Considered **open, constructive, participatory**
- Impact of the Platform may be limited in beneficiary countries where the capacity to reform national system is low. National leadership and ownership is vital.

### ❑ Platform Monitoring & Evaluation system

- The current system is weak
- The current system is not a 'results framework'
- The current indicators are not really relevant to measure the Platform's impact

### ❑ Platform relevance

- The Platform is a landmark initiative
- The consultation process to define the scope of activities is appreciated and the current scope remains highly relevant
- But some beneficiary countries requested a more nuanced approach in order to better address their needs



## ❑ **Effectiveness and Efficiency**

- Respondents overall satisfied with the performance of the Platform
- High effectiveness in terms of implementation of the activities of the Action Plans
- But not currently possible to measure effectiveness in terms of desired outputs (awareness, capacity, shifts in attitude/behavior, improvement of AW)
- Good efficiency (*good value for money*)

## ❑ **Platform impact**

- Platform still too young to allow for the measure of its long-term impact
- Lack of relevant indicators to measure short-term impact

## ❑ **Miscellaneous**

- Human resources:
  - the Platform is understaffed (admin assistant needed)
  - But it should use more the OIE HQ resources: communications, logistics, specialists
- Communication:
  - lack of a clear knowledge-sharing strategy
  - Some room for improvement of the Platform website

## Conclusions of the evaluation draft report

- ❑ To what extent was the OIE AW Platform effective in implementing the Action Plans?
  - **High level of effectiveness** - in terms of implementation of the activities
  
- ❑ To what extent have the activities of the OIE AW Platform been performed efficiently with regards to the funds, human resources and time delivery?
  - **'Good value for money'**
  
- ❑ To what extent is it possible to measure today whether the activities of the OIE AW Platform have been effective in delivering on its general and specific objectives?
  - **Not really possible : too early and/or lack of proper indicators**
  
- ❑ To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?
  - **Current activities and scope are highly relevant**
  - **The monitoring framework needs significant improvements**

## Recommendations

### *Platform strategy*

- ❑ The Platform should be more **flexible** to deal with new / emergency issues
- ❑ More 'champions' should be identified
- ❑ Go for a more **nuanced approach** to technical assistance, e.g. identifying countries needing support to draft basic AW legislation  
A more thorough **needs' assessment** is required when preparing the Action Plan
- ❑ Ensure **constant feedback collection and self-evaluation**

### *Steering Group*

- ❑ Ensure the '**right level of participation**' in the **SG** and events
- ❑ Make the **SG stronger** with participation of **Delegates**
- ❑ Drop in the level of engagement? Seek ways to **keep momentum**. Suggested idea: **rotation of the SG membership**.

### *Platform Secretariat*

- ❑ The Secretariat should be more proactive in **identifying skill gaps** and **formulating overarching strategy**, rather than focusing on organization of trainings and meetings
- ❑ **Reinforce the staff** of the SRR Brussels (administrative assistant); look for **expertise** on Monitoring & Evaluation (indicators) and communication strategy

### ***Monitoring & Evaluation / indicators***

- ❑ Donor organizations would like to see more efforts deployed to ensure a **robust monitoring and evaluation system** that allows gauging impact
- ❑ The Platform should **track and explore outcomes** in a systematic way
- ❑ Need for constant feedback collection and self-evaluation

### ***Platform activities***

- ❑ **Enlarge the scope of participants** to the activities to the veterinary education institutions, business operators (farmers, slaughterhouses)
- ❑ **Reduce the overall number of activities** to improve quality and efficiency – also keeping in mind the limited resources in the beneficiary countries to attend and follow-up

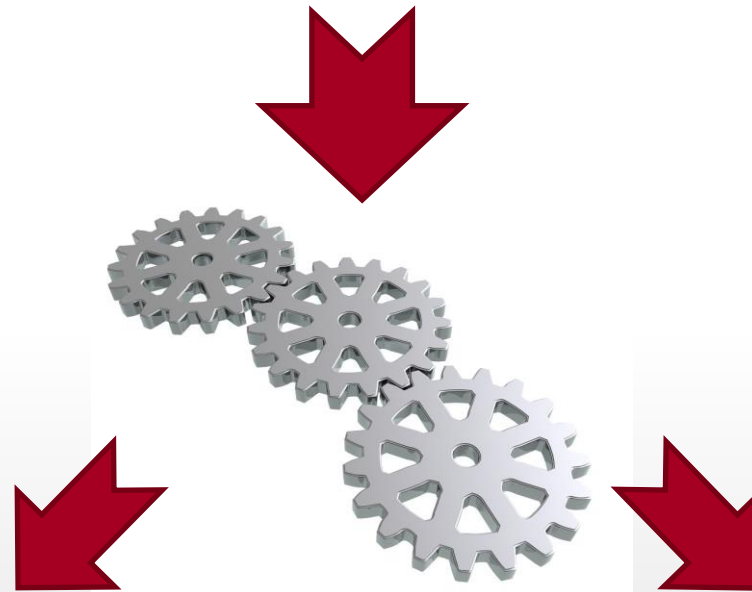
### ***Platform communication***

- ❑ The Secretariat should **inform about complementary tools** on AW (e.g. EU twinnings, TAIEX...)
- ❑ **Boost the frequency of communication** and information sharing.  
Make better use of the **website**

# And now, what?

## *Evaluation report*

- *review*
- *Final version*
- *online publication*



Revision of  
Concept Note

3<sup>rd</sup> Action Plan  
2020-2022