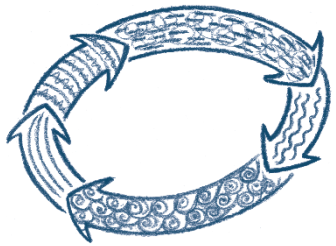
Food and Agriculture Organization of the United Nations

Nairobi – March 2023

# Emergency Management Centre

## From learning to adapting : AARs

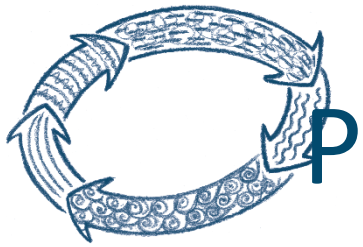


# What is an AAR?

A detailed quantitative and qualitative **analysis of actions taken** during the response to an animal health emergency. An AAR can be undertaken at defined points during a response or shortly after the conclusion of a response.

| | | |
|---|---|---|
| What happened? | What was supposed to happen | Facts |
| Was there a difference and why? | What was done well, what can be improved? | Opinion |

**AAR is a professional discussion of an event, focused on performance during that event.**



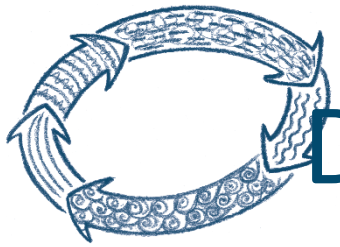
# Purpose of an AAR

An AAR is a **learning activity** that should be used by veterinary services to continuously improve the way in which they prepare for and respond to animal health emergencies. AARs provide an opportunity to:

- **bring together a team or group of stakeholders to obtain their feedback** on identified aspects of an animal health emergency
- consolidate **key information about ongoing or past** emergencies
- explore **issues that arose during the response and identify potential rapid solutions and areas for improvemen**t in future or current emergencies
- **identify areas of the response that worked well**
- identify practices that should be sustained in the future.

# Purpose of an AAR

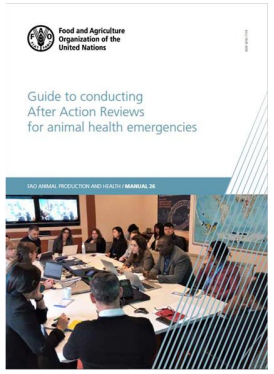
AARs should be integrated within a framework of organisational learning



# Different types of After Action Reviews

| Formal AARs | Informal AARs |
|---|---|
| Are facilitated by an objective facilitator | Are conducted by those closest to the activity |
| Take more time | Take less time |
| Use complex techniques and tools | Use simple review techniques and tools |
| Are scheduled beforehand | Are conduced when needed |
| Are conducted as meetings, workshops, interviews or other formal settings | Are held on-site |

# The After Action Review Manual




1 – Introduction

- Purpose
- Audience
- Structure

2 – After Action Reviews

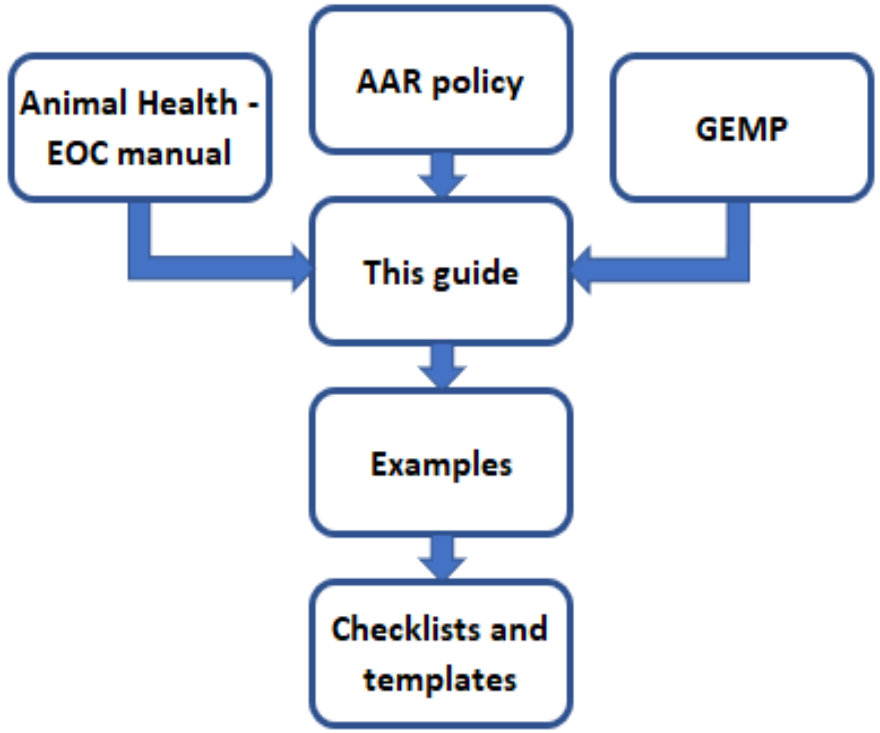
3 – Designing an AAR

4 – Preparing for an AAR

5 – Conducting an AAR

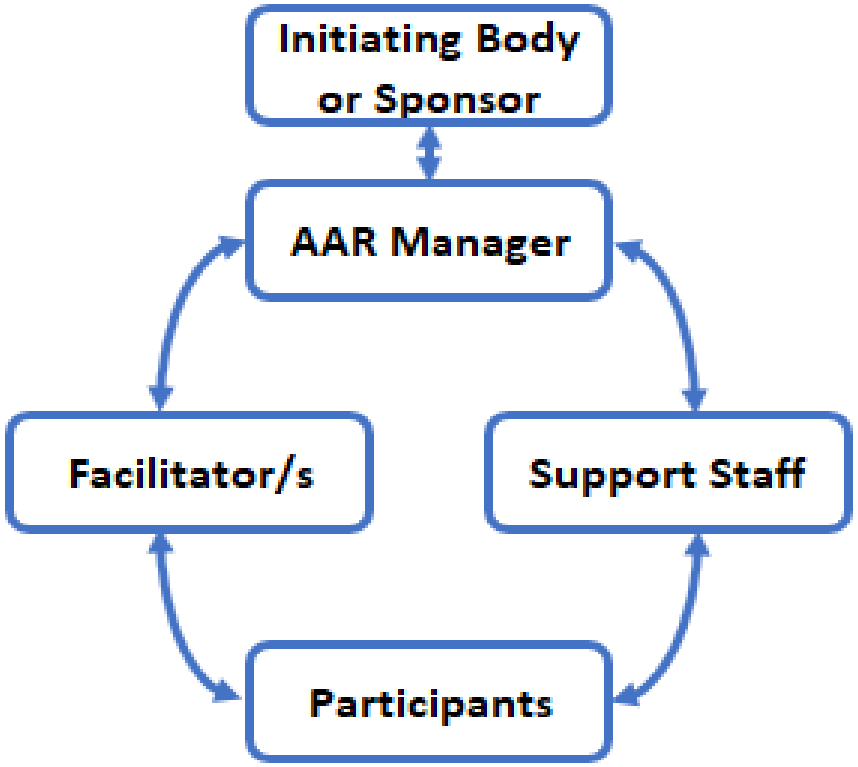
6 – Reporting on AARs

Appendices



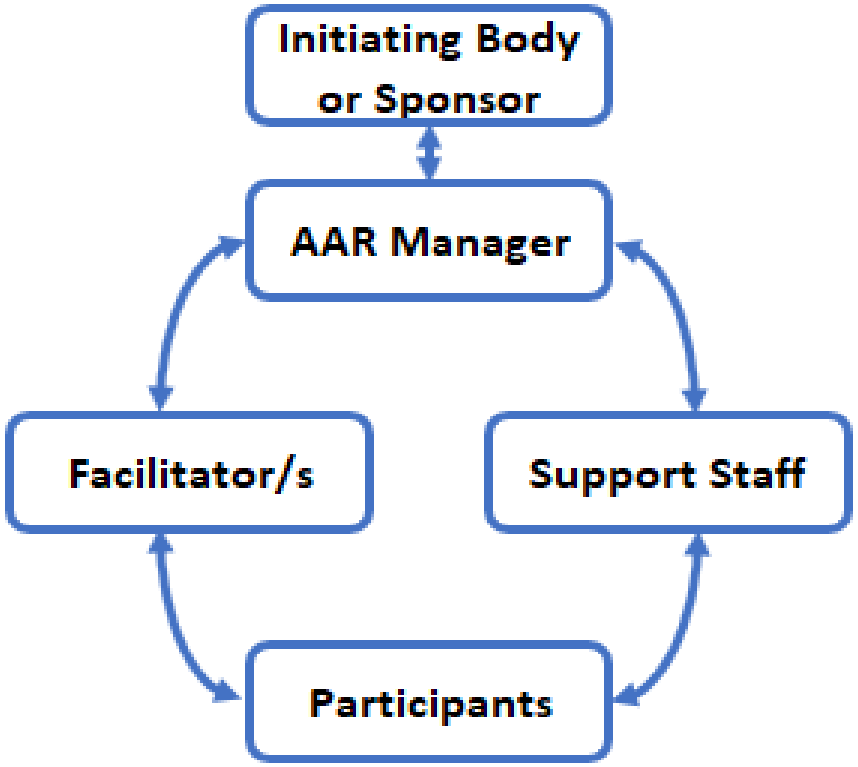
# Designing an AAR

- Needs analysis (why conduct an AAR)
- AAR purpose
- Scope
- Participants
- Format
- Reporting requirements



# Preparing for an AAR

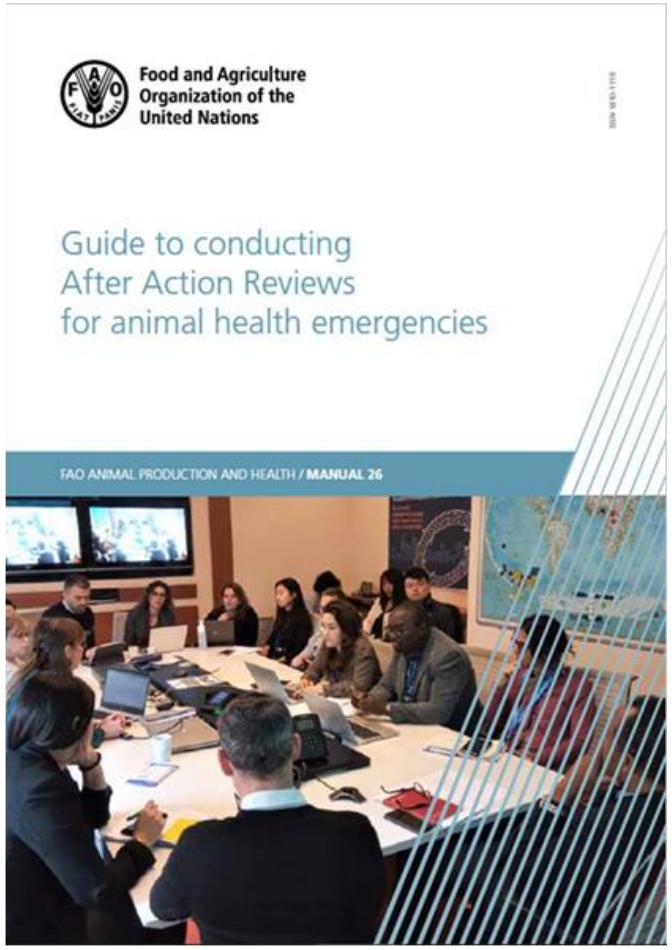
- Facilitation
- Timing
- Location
- Agenda / program
- Invitations
- Logistics and support arrangements
- Identify and manage risks

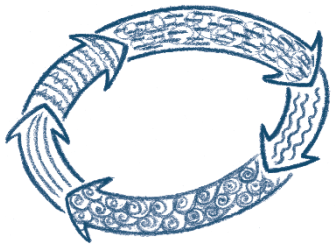


# Conducting an AAR



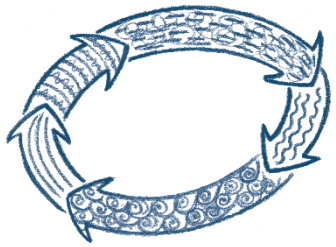
- Opening an AAR
- Facilitating an AAR
- Tips for facilitators
- Concluding an AAR
- Recording information and capturing key points





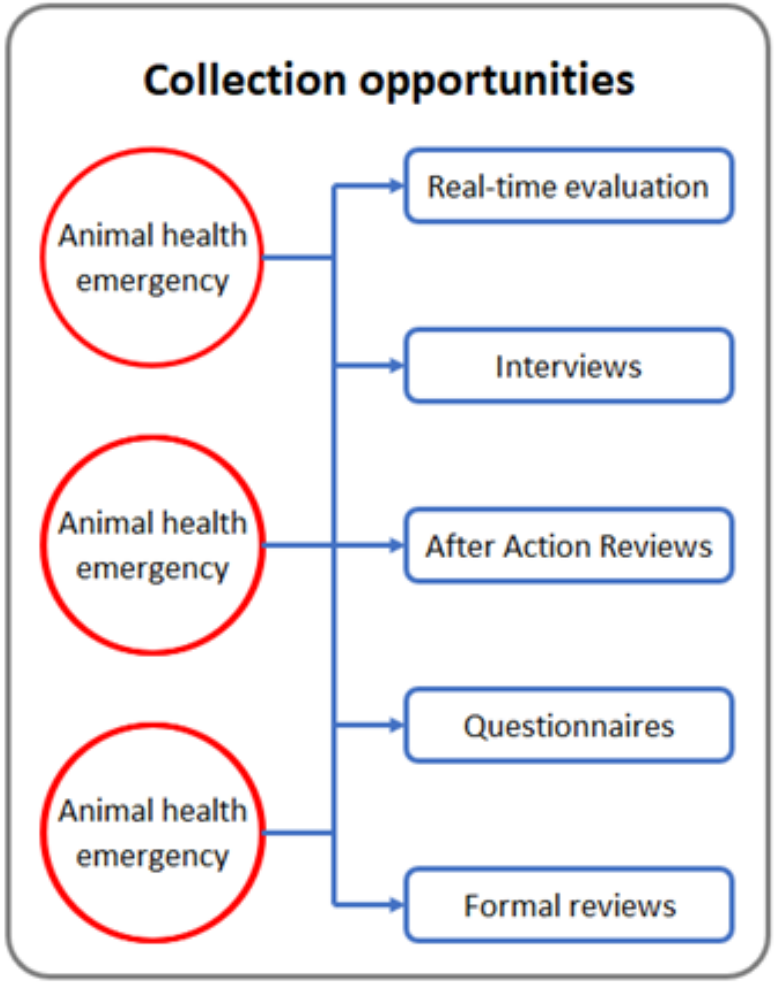
# Note!

- This is an active discussion exercise
- The point is NOT to lay blame to any individual or group
- The goal is to investigate general gaps in the functioning of the emergency management system and hopefully find some solutions



# What actually happened

- Chronology of events, i.e. a timeline of significant events that triggered the initial response and that happened during the response
- Where did the event originate?
- How was the hazard detected?
- What control/biosecurity measures were taken?
- How the situation was assessed, and measures updated?
- Other, details in implementation of the plans?



# What actually happened





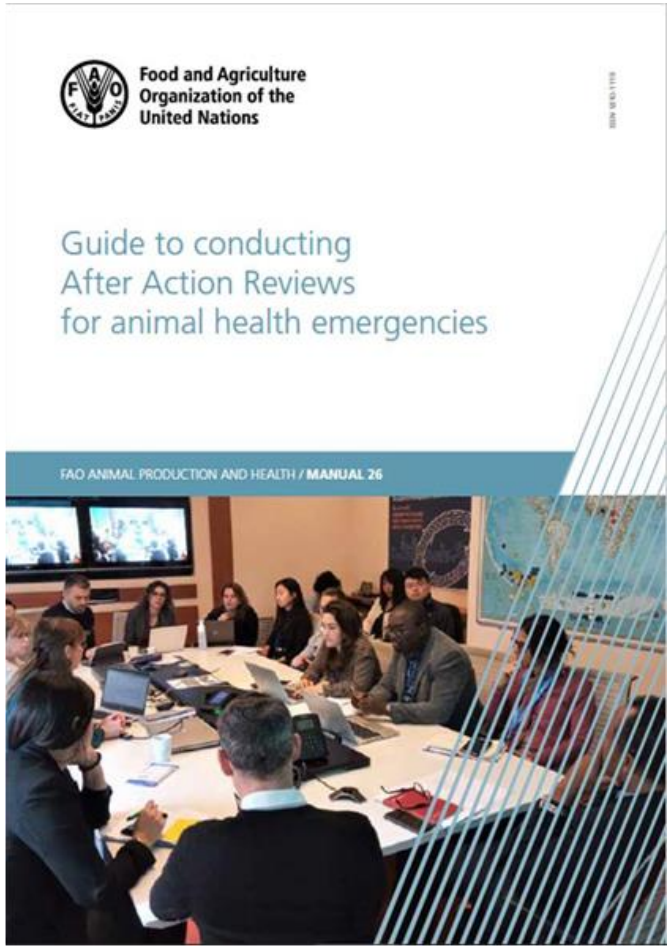
| **Example – Factual data (quantitative)** |
| --- |
| Number of cases (i.e. outbreak locations) during a given period compared with the number of cases in a previous period. |
| Rates of detection for each surveillance method |
| Timeframe between disposal and cleansing in properties |

| **Example – Observations (qualitative data)** |
| --- |
| During the AAR, conducted at the conclusion of the response to HPAI in poultry, the Incident Manager identified that Incident Management Team (IMT) members who had completed IMT training were better able to undertake their assigned roles in the response, than those that had no previous training. |
| During the real-time evaluation, conducted during the response to ASF, the independent evaluator identified that Incident Management Team (IMT) members were not wearing their assigned coloured tabard, which made it difficult to identify who was responsible for each response function. IMT members stated that coloured IMT tabards were not provided by their organisation. |

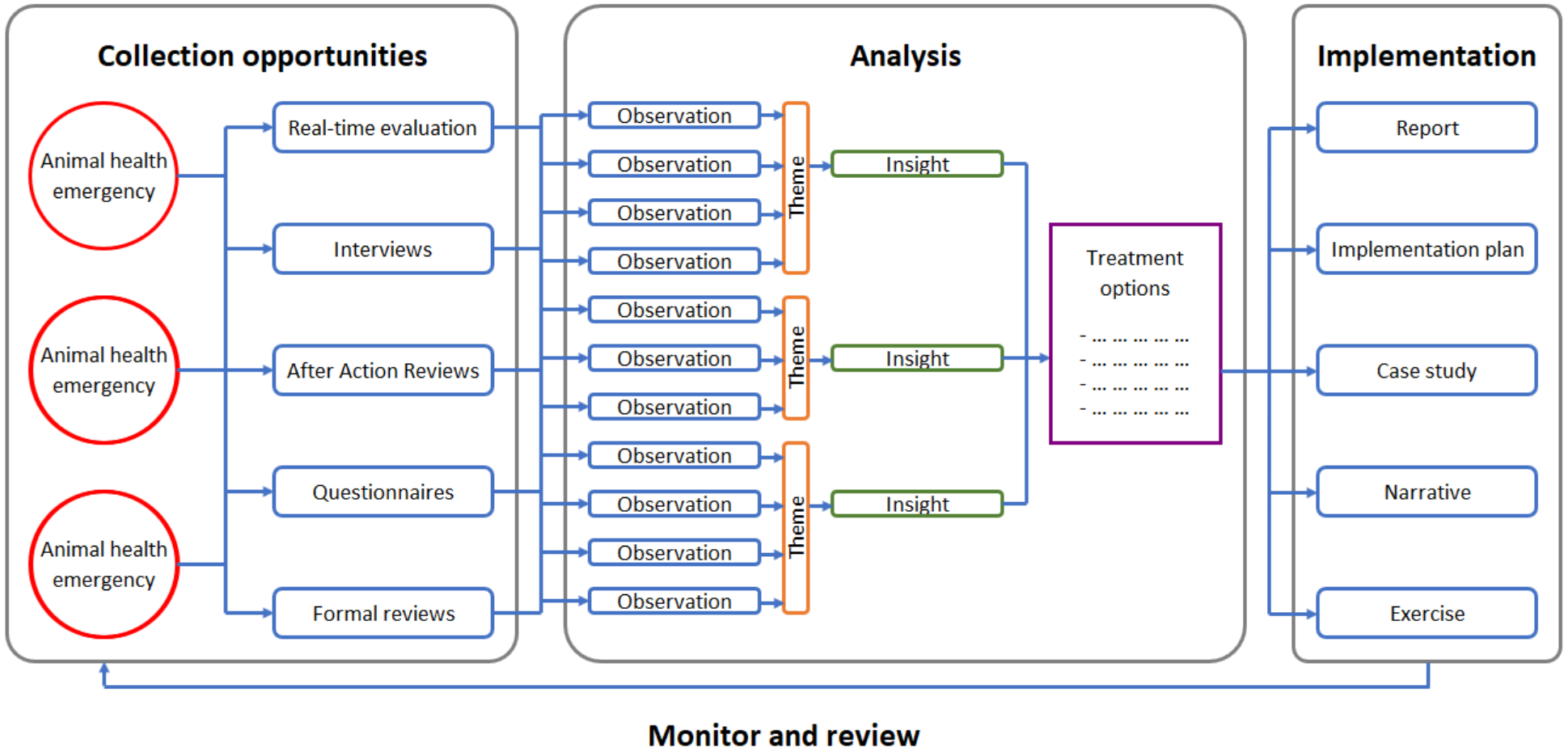
# Reporting on AARs



- AAR outputs/outcomes
- AAR reports
- AAR follow-up
- Learning from AARs



# Learning from AARs



# Role of Veterinary Services in recovery..

- Verification of freedom
- Stopping vaccination
- Declaration of official recognition of animal disease status
- Rehabilitation of affected communities
- Restocking
- Technical and financial support
- Psychological support
- Staying free

Emergency Management Centre
for Animal Health

# For a world prepared to manage high impact animal health emergencies

www.fao.org/emergencies

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*THANK YOU!*

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