

Managing an OIE PVS Evaluation *from mission request to report follow up*

Dr Patrick Bastiaensen

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Workshop for English-speaking Africa
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CONTENTS

1. Pre-mission activities
2. The mission
3. The report



PRE-MISSION ACTIVITIES

REQUEST

- Must be a formal request from OIE Delegate to OIE Director General
- OIE provides template letter for all mission types
- PVS evolution – new options on offer (e.g. specific content or strategic planning)
- Advocacy and discussion to elicit requests at meetings or conferences, including this training.....

*We hope you may become the PVS
“Champions” in your country*

FUNDING

- Eligible missions are funded by donors through the OIE *World Animal Health and Welfare Fund*
- OIE only funds the team (travel and fees)
- Donor requirements place limits based on economic development and/or regional/national eligibility
- Developed (or otherwise ineligible) countries can self fund - agree to budget for team from OIE, OIE administers mission and sends invoice
- Donor funding is not an issue in the Africa region at the moment.....

TEAM



Team members:

2 – 4 persons (often splits for field visits)

Language skills:

If possible official language of the evaluated country

At least one native speaker for the report language

Skills and Experience:

Variety of skill sets across team

At least one with past PVS mission experience in country

Need to update expert pool, new observers

Country of origin:

Geographically mixed

No conflict (or perceived) conflict of interest with country

Approved by the country under evaluation

TEAM



Team Leader

- › Leads, liaises, evaluates, validates, finalises mission, submits report

2-3 Technical Experts

- › Technical expertise, evaluate, review and draft findings

Requirements

- › PVS Training **AND** 1 x mission observer **OR** 2 x mission observers (with team leaders' endorsement after each mission)
- › Professional, ethical, truthful and independent
- › Knowledge of Veterinary Services and the Terrestrial Code

TEAM



Observers / facilitators:

- › From the OIE (HQ or RR/SRR), partner organisation, PVS trainees (on trial) or others;
- › Knowledge of cultural, political, economic, technical and methodological issues relevant to the country under evaluation
- › Brings enthusiasm and contribution
- › We need new experts, initially trialled

this could be YOU !

GOVERNANCE BRIEFING COMMUNICATION

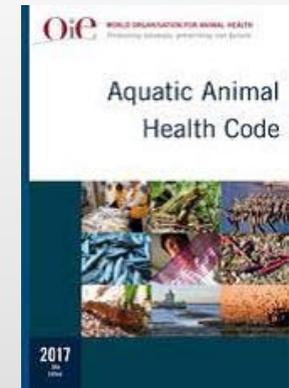
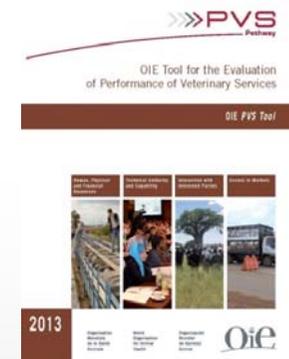
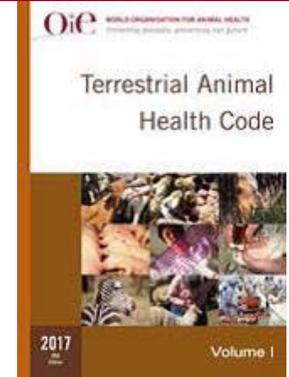
- How will you coordinate the mission nationally?
PVS task force ? Terms of reference and meeting/conference call schedule ?
- How and what will you brief up to senior executive/Ministers ?
- How will you communicate down to provincial/field staff, across to public health/environmental/customs, and out to stakeholders/academia/VSB/private vets, etc ?

DOCUMENTATION

- OIE provides a template to the country to provide baseline documentation to the team pre-mission
- Good pre-mission data are essential to overall success of mission
- Often lacking !
- Team is in touch with OIE Regional Representations pre-mission for local knowledge/advice
- Other key task is developing the mission itinerary

OIE REFERENCES

- Download the following from the OIE website:
 - Terrestrial Animal Health Code
(<http://www.oie.int/international-standard-setting/terrestrial-code/access-online/>)
 - OIE Tool for the Evaluation of Performance of Veterinary Services (OIE PVS Tool), Sixth edition, 2013
(http://www.oie.int/fileadmin/Home/eng/Support_to_OIE_Members/pdf/PVS_A_Tool_Final_Edition_2013.pdf)
- In the case of an evaluation of the Aquatic Animal Health Services, download:
 - Aquatic Animal Health Code
(<http://www.oie.int/international-standard-setting/aquatic-code/access-online/>)
 - OIE Tool for the Evaluation of Performance of Veterinary Services and/or Aquatic Animal Health Services, First edition, 2013
(http://www.oie.int/fileadmin/Home/eng/Support_to_OIE_Members/pdf/A_PVS_Tool_aquatic_animals.pdf)



2. THE MISSION

DURATION

> Usually **2-3 weeks** (10-20 days), may vary depending on:

> The size of the country

> The political organisation (centralised vs federal)

> The complexity of the field technical networks (laboratories, veterinary network, slaughterhouse, border inspection posts, etc.)

> As little as one week (e.g. Maldives), as much as 6 weeks (two separate three week missions, India)



ITINERARY

1. Courtesy visit (Minister if possible)
2. Opening meeting
3. Typically first 3-5 days in capital together
4. Split for next week or weeks to the field (as singles or pairs)
5. Regather in capital, usually 3-4 days before closing meeting (i.e. weekend)
6. Compare notes, seek further documentation, plug gaps, draft preliminary findings
7. Closing meeting



FIELD VISITS

- **Split team up for greater coverage**
- **Site types** covered through activity....
- Aim to be as **representative** as possible
- Can also make **unplanned** interviews, **unscheduled** discussions
- **Get off the main road!**
- Interviews can be lengthy – plan for <math><1/3</math> only presentation. Majority of time should be Q&A, speeds up as **understanding** increases
- Be **flexible** and expect long interesting days
- Look for **consistency and inconsistencies**
- **Explore gaps** further
- **Record evidence** as you go



COUNTRIES VARY

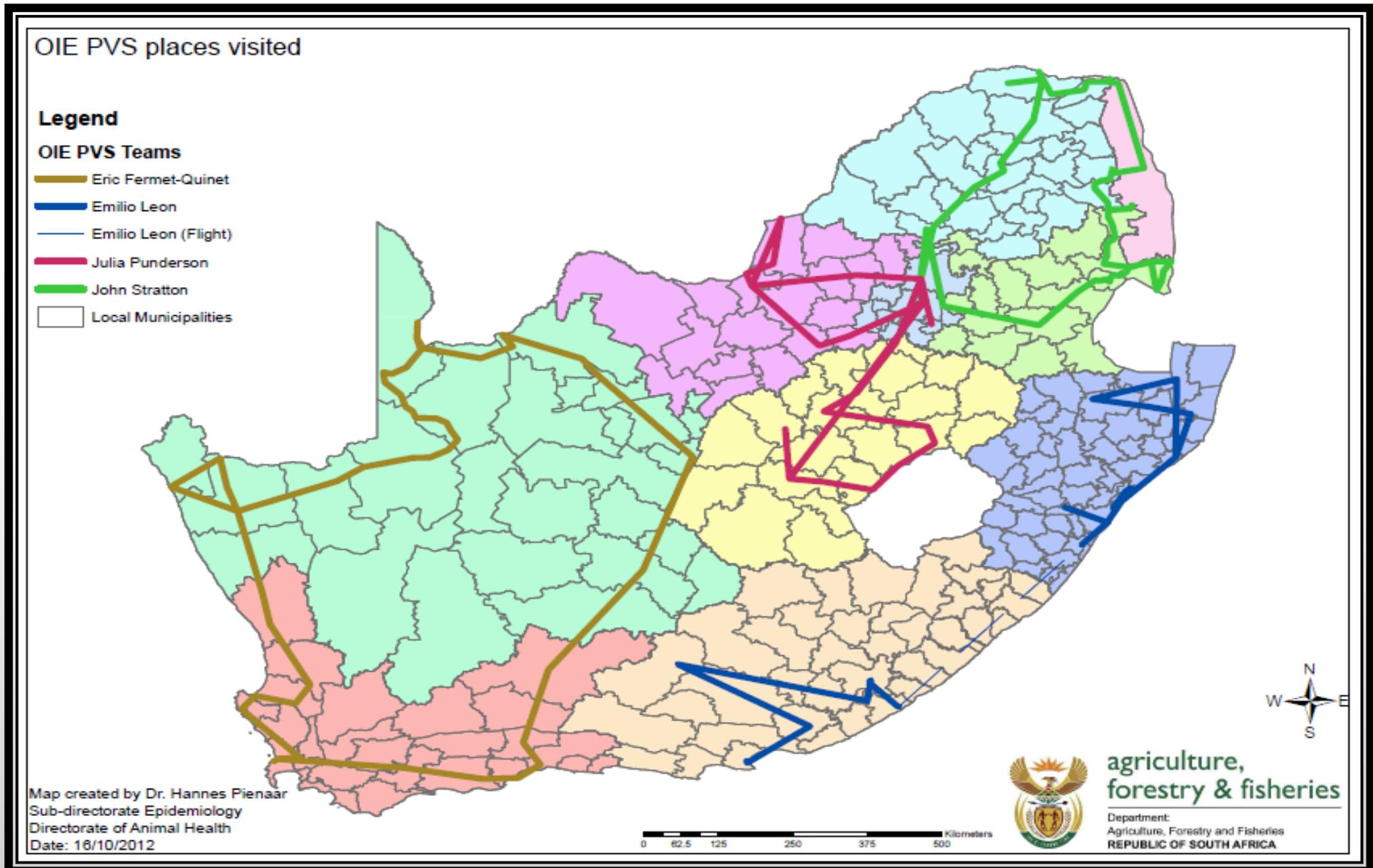
- **Size**
 - From one government vet to thousands of government vets/paravets
- **Structure**
 - Centralised direct control vs decentralised/federalised
 - Split between Veterinary Services, Public Health, other departments
 - Large private sector/extensive delegation
- **Logistics**
 - Desire to be 'representative' but limitations, roadside bias
 - Road safety and security constraints
- **Stage of development**
 - Little or nothing
 - Well developed in some/many critical competencies

CULTURE

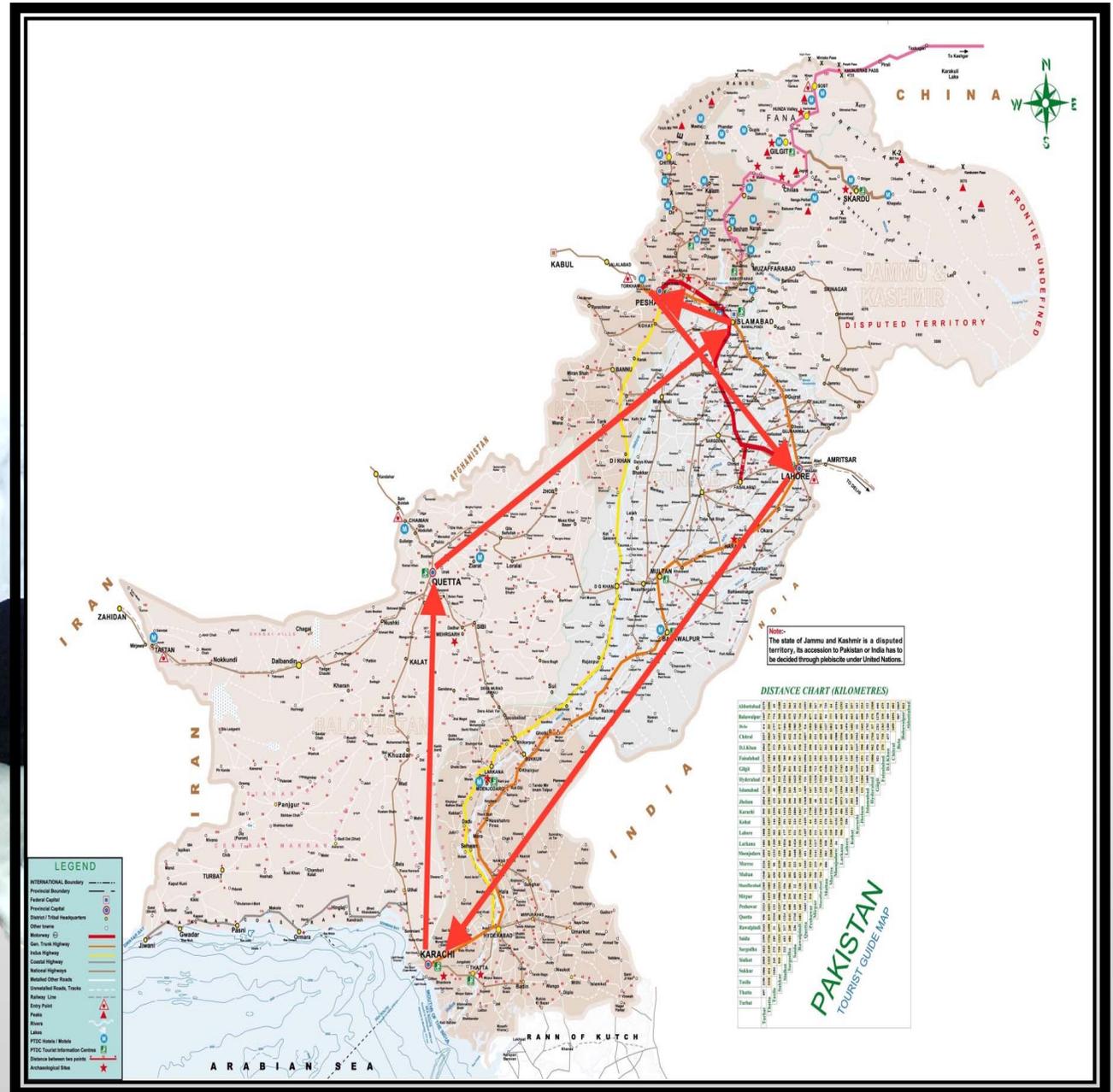
SHOCK



VISIT SCHEDULES



VISIT SCHEDULES



EVIDENCE



- > Pre-mission data/documentation
- > In-country documentation – policies, regulations, plans, reports, maps, etc.
- > Meetings & interviews with
 - > Veterinary Services
 - > Other government agencies
 - > Private sector
- > Observations and field visits (including photos)
- > Record and reference



VALIDATION



Validate

- > Missing information
- > Inconsistencies

> Cross check Levels of Advancement

- > Compare notes from the field
- > Start assigning levels and drafting report, where comfortable
- > Disagreements – investigate further in final days....
- > What's missing among CCs, obtain more evidence?
- > Leave country with certain level of comfort/agreement across *ALL* CCs

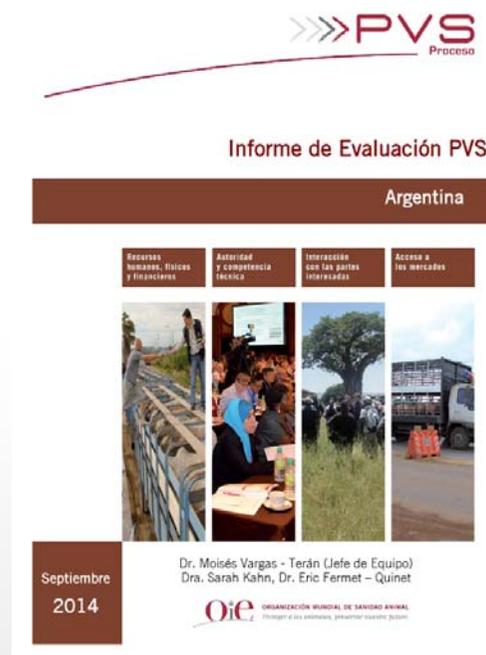
> Closing Meeting

- > Preliminary findings at broad summary level, gauge responses,
- > Report drafting tasking assigned by Team Leader

3. THE REPORT

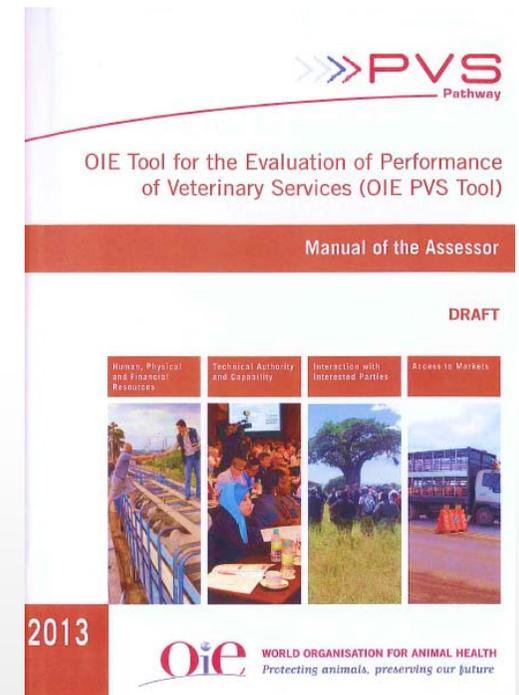
REPORT

- > **Comply with the OIE PVS Tool** and methodology, as well as OIE Codes and Manuals
- > Be **well written** and easy to understand for all interested parties
- > Present **relevant information** regarding the organisation of the Veterinary Services, the national economy, the livestock sector, etc
- > Be **useful for experts** undertaking subsequent PVS activities (PVS Evaluation Follow-up, PVS Gap Analysis, etc.)



GUIDELINES

- > Manual of the Assessors
- > Fixed “gold standard” template
- > In an OIE official language



REPORT STRUCTURE



- > **PART I: Executive Summary**
- > **PART II: Conduct of the evaluation**
- > **PART III: Results of the evaluation – by CC**
- > **PART IV: Conclusion**
- > **PART V: Appendices**



PART I: Executive Summary

- **The most important section**
- **Brief, succinct, to the point!**

Content:



- > **A summary of the PVS Evaluation results**
- > **Table with Level of Advancement for each CC**
- > **Key findings for each Fundamental Component**
- > **Key recommendations for each Fundamental Component**



PART II. Conduct of the Evaluation

- > Chapter I **OIE PVS Tool**
- > Chapter II **Country information**
- > Chapter III **Context**
 - VS data & organisation
 - Animal health, disease control
 - Data tables
- > Chapter IV **Organisation of the mission**



- > 1. Geography, agriculture, livestock
- > 2. Background data
- > 3. Evaluation sites/entities





PART III. Critical Competencies (CCs)

<p>I-1 Professional and technical staffing of the Veterinary Services (VS)</p> <p>The appropriate staffing of the VS to allow for veterinary and technical functions to be undertaken efficiently and effectively.</p> <p>A. Veterinary and other professionals (university qualification)</p>	Levels of advancement
	1. The majority of veterinary and other professional positions are not occupied by appropriately qualified personnel.
	2. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at central and state/provincial levels.
	3. The majority of veterinary and other professional positions are occupied by appropriately qualified personnel at local (field) level.
	4. There is a systematic approach to defining job descriptions and formal appointment procedures for <i>veterinarians</i> and other professionals.
5. There are effective management procedures for performance assessment of veterinarians and other professionals.	

CC table with Level of Advancement (LoA) shaded in grey

Critical Compete

- > **Evidence**
 - > with cross references to appendix
- > **Findings**
- > **Strengths**
- > **Weaknesses**
- > **Recommendations**



I-7 Physical resources	Levels of advancement
<i>The access of the VS to relevant physical resources including buildings, transport, telecommunications, cold chain, and other relevant equipment (e.g. computers).</i>	1. The VS have no or unsuitable physical resources at almost all levels and maintenance of existing infrastructure is poor or non-existent.
	2. The VS have suitable physical resources at national (central) level and at some regional levels, and maintenance and replacement of obsolete items occurs only occasionally.
	3. The VS have suitable physical resources at national, regional and some local levels and maintenance and replacement of obsolete items occurs only occasionally.
	4. The VS have suitable physical resources at all levels and these are regularly maintained.
	5. The VS have suitable physical resources at all levels (national, sub-national and local levels) and these are regularly maintained and updated as more advanced and sophisticated items become available.

Terrestrial Code reference(s): Appendix 1

Evidence (Appendix 6): H 1-2, 7-9, 11-15, 18, 20-22, 24; E 17-22, 24-25, 33-36, 38-40, 55, 63-72; JP 78, 82, 85-87, 89-92; JW 1, 5, 38; VG 14-15, 45

XXX has adequate headquarters space with good meeting rooms and supporting computer projection and electronic whiteboards; general office equipment is appropriate with adequate office furniture, computers, printers, phones and faxes. An appropriate number of vehicles are available and though not new these are well maintained and in good condition – Government has a policy of replacing vehicles at five years, but this is rarely undertaken.

The Regional Animal Health Offices and facilities, including quarantine offices, are of varying standards.

XXX, the largest regional office is adequate for its staff and the services but is rather cramped and in need of general maintenance. The nearby quarantine office is in very poor condition. It is planned to replace both offices with a single office in 2015. In other respects the offices are well equipped with office, IT and some general veterinary equipment; there is no internet. Vehicles are available and in reasonable condition, though not new.

Other regional offices are in poorer condition....

Strengths:

- XXX headquarters is an appropriate designed facility with good meeting rooms, security, offices and equipment
- Co-location of some regional offices with provincial DAL facilitates communication and coordination

Weaknesses:

- Many offices and houses are in poor condition and in need of major refurbishment
- Government specifies the rate of replacement but this is not necessarily complied with
- There is generally no internet in the regional offices and internet service is expensive for officers to acquire or maintain for job purposes

Recommendations:

- Review asset register, carry out site visits to reassess maintenance, refurbishment and replacement needs
- Develop a rolling schedule with budget for maintenance and replacement
- Provide internet and information technology at regional level

(example)



Part IV. Conclusion

Provides, in brief:

- > **Updates on the country background and context**
- > **How the mission was implemented and any constraints – e.g. security, logistic, political**
- > **Overview of the findings of the PVS**
- > **General situation of the Veterinary Services**
- > **General recommendations**





V. Appendices

- 1. References to the Codes**
- 2. Glossary**
- 3. List of places visited, persons met**
- 4. Air travel details**
- 5. Reference documents/evidence**
- 6. Organisation of the evaluation**



AFTER THE MISSION



AFTER THE MISSION

- Finalise draft report, team drafts, the Team Leader is ultimately responsible
- Peer review by OIE
- Final draft back to country for review
- Finalise report

NOTE!

- Any Delegate can choose to keep reports confidential

PEER-REVIEW



Quality control ensures:

- > Compliance with **PVS Pathway methodology**
- > All **Critical Competencies** are adequately addressed
- > **Consistency** between the evidence, findings and the *Levels of Advancement (LoA)*
- > **Uniformity** of reports – format, structure, language, etc.
- > **Effective meaningful Executive Summary**
- > **Peer reviewers:**
 - > **all experienced PVS Experts**, usually Team Leaders (TL)
 - > **Liaise with TL and OIE HQ** to finalise preliminary report
 - > **Draft cover letter** to delegate with report summary

COUNTRY COMMENTS

- > OIE Paris checks formatting and sends the report to the OIE Delegate with comment period. Delegate manages the comment process within country (wide or narrow ?)
- > Comments pertain to editing, correcting facts, smoothen or adapt (culturally or politically sensitive) messages
- > Changes to levels of advancement ? Very rare, requires excellent argument backed up by solid evidence, only with agreement of team leader (and team members).
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Thank you for your attention!



Oie

WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future

12, rue de Prony, 75017 Paris, France
www.oie.int
media@oie.int - oie@oie.int

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