



WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future

EVALUATION REPORT

OIE Platform on Animal Welfare for Europe

June 2019

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Acronyms and abbreviations

AP: Action Plan

AW: Animal Welfare

EQ: Evaluation Questions

ERG: Evaluation Reference Group

EC: European Commission

EU: European Union

ICWE: International Coalition for Working Equids

IFAW: International Fund for Animal Welfare

IZSAM: Istituto Zooprofilattico Sperimentale dell' Abruzzo e del Molise

KI: Key Informant

KII: Key Informant Interview

M&E: Monitoring and Evaluation

NGO: Non-governmental Organisation

OIE: World Organisation for Animal Health

RSPCA: Royal Society for the Prevention of Cruelty to Animals

SAM: Self-assessment and Monitoring Tool

SG: Steering Group

UECBV: European Livestock and Meat Trade Union

VS: Veterinary Services

Definitions

Evaluation¹: the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results.

Monitoring²: a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Results framework³: the programme logic that explains how the objective is to be achieved, including causal relationships and underlying assumptions.

Theory of change⁴: a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

¹ Glossary of Key Terms in Evaluation and Results Based Management, <https://www.oecd.org/dac/evaluation/2754804.pdf>

² Idem

³ Idem

⁴ Patricia Rogers (UNICEF), [Methodological Brief no.2. Theory of Change](#)

Executive Summary

1. The report presents the findings from the evaluation of the World Organisation for Animal Health (OIE) Platform on Animal Welfare for Europe (*the Platform*) conducted in January – April 2019.
2. The evaluation is a qualitative study based on individual interviews with twenty-two Key Informants, including OIE staff, members of the Bureau of the Regional Commission for Europe, the Platform donors, members and observers of the Platform Steering Group, and selected beneficiary countries. The evaluation also conducted a survey and received replies from 14 European Union member states, 9 non-European Union countries and 6 partner organisations.
3. The evaluation examined the Platform's relevance, effectiveness, efficiency, and contribution towards impact. This report answered the following questions:
4. *To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?*
 - **The Platform remains an important tool in promoting animal welfare in the wider European region.** The governance structure of the Platform ensures a participatory approach to defining the objectives and activities and the scope of the Platform, which is confirmed through the approval of the Action Plans by the OIE Regional Commission Europe and the regular discussions during the Steering Group meetings (every six months).
 - Nevertheless, the Platform's objectives are formulated at the macro-level and the activities included in the Action Plans are not specific enough to reveal tackling needs at individual country levels, although reference is made to sub-regions. **The Platform also does not have a monitoring and evaluation system, and the current indicators in the Action Plans refer to activities and outputs.** The evaluation concluded that despite efforts to regionalise activities, **the Platform appears to have more of a blanket-approach and the extent to which individual beneficiary countries advance will largely depend on the resources (both financial and human) put at their disposal by national governments**, rather than solely on the knowledge acquired during the capacity building or awareness activities conducted with support from the Platform.
5. *To what extent was the OIE Animal Welfare Platform effective in implementing the Action Plans?*
 - An analysis of the progress reports concerning both Action Plans reveals that the Platform is on track in implementing the planned activities (noting that the implementation of Action Plan II is still under way and a full understanding of the level of implementation will only be available in early 2020). The extent to which the activities have reached their intended outputs is less straightforward. **In terms of number of tasks listed and executed under each activity in the Action Plan and defined outputs as deliverables, effectiveness ranks high. Assessing 'intangible' outputs such as levels of awareness, or capacity, or shifts in attitudes and behaviour, is a difficult task to undertake within the current results framework.**
6. *To what extent have the activities of the OIE Animal Welfare Platform been performed efficiently with regards to the funds, human resources and time delivery?*
 - This evaluation did not include a financial audit or inspection of accounting documents, and the findings with regard to cost efficiency are based on feedback received from OIE staff and Platform donors, as well as on a document review. **In principle, the funding that was made available was adequate and sufficient to implement the planned activities.** The evaluator notes that while spending less funds than originally anticipated may point to a more cost-effective approach, it could also indicate some limitations in appropriately planning, executing and monitoring of funding.
 - With regard to human resources, the evaluator notes two diverging views. On the one hand, it has been underlined that the Platform Secretariat is understaffed (one Sub-Regional Representative and one Animal Welfare Specialist). On the other hand, it has been remarked that the OIE Sub-Regional Representation in Brussels is not working in isolation and should use the OIE Headquarters resources including communications, logistics, and specialists. **Either way, it is**

clear that the Platform Secretariat would benefit from professional support in particular in the areas of communication and monitoring and evaluation.

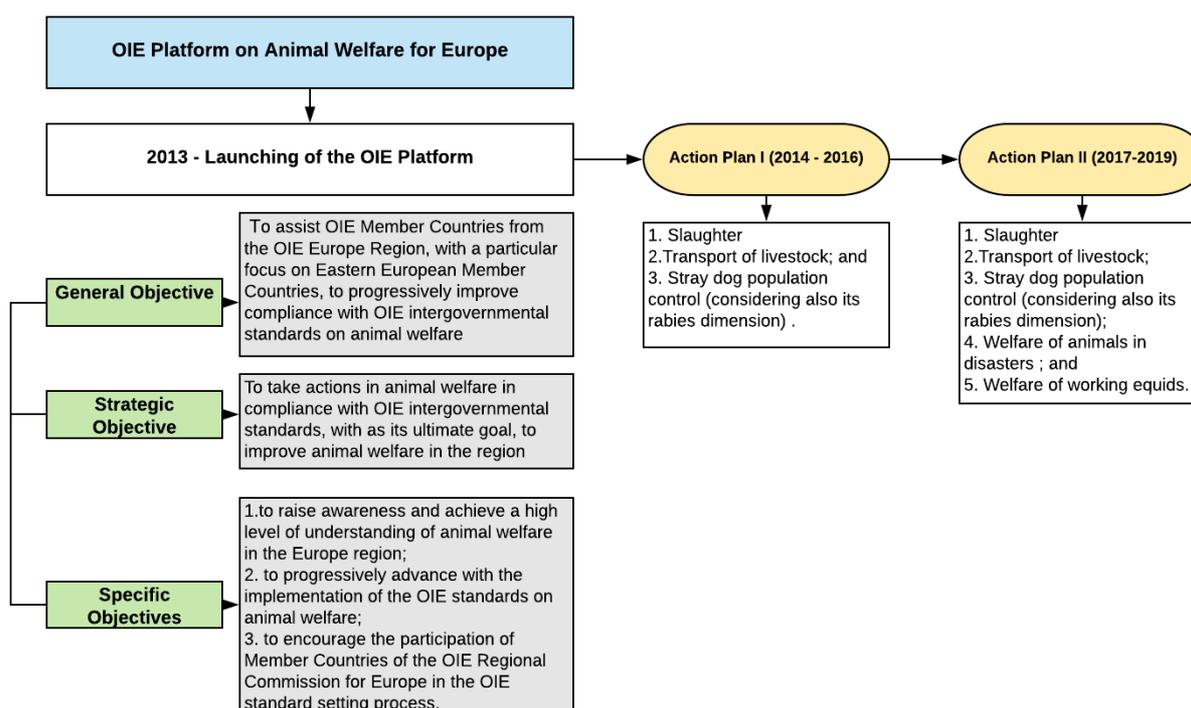
7. *To what extent is it possible to measure today whether the activities of the OIE Animal Welfare Platform have been effective in delivering on its general and specific objectives?*
- In other words, this question refers to the Platform's contribution towards the expected impact of its activities as stated in the Action Plans. **The contribution of the Platform's activities towards compliance with OIE standards and awareness of animal welfare has been acknowledged by donors, partners and beneficiary countries. However, it remains important to analyse the factors contributing or limiting the implementation of OIE standards on animal welfare and explore solutions.** While the Platform is delivering in terms of actions and targets as agreed in both Action Plans, the evaluator notes that the current indicators track organisational progress and outputs and do not appear to measure actual improvements in capacity and / or awareness. The evaluation can only assume that the many national and regional workshops and seminars carried out have contributed to an "increased awareness and high level of understanding of animal welfare in the Europe Region".
8. The evaluation puts forward the following recommendations:
- **The Platform should keep up momentum and is encouraged to seek ways to reinforce its stakeholder engagement including with Member Countries.** One way would be to implement the rotation of the SG membership.
 - While acknowledging that the Platform is not a policy-making tool but rather a space for learning, exchanging, collaborating and co-ordinating, **the Platform is encouraged to explore ways of providing a more tailored approach to address the needs of the countries.** This, in turn, could contribute to keeping relevance high and strengthening engagement.
 - **The Platform should reduce its breadth of activities while increasing its target audience.** While acknowledging that knowledge transfer and capacity building of Veterinary Services is at the core of the Platform's design and purpose, the target audience of Training of Trainers should also include veterinary departments at universities / faculties in view of increasing the quality of knowledge transfer and the sustainability of the capacity built. Another suggestion is to reduce the overall number of activities and focus on improving quality and efficiency while keeping in mind the capacity of the beneficiary countries.
 - **The Platform should develop its capacity to evaluate achievements and visibility of impact, which will, among others, support the Platform's funding mechanism.** Donors in particular would like to see more efforts deployed to ensure a robust monitoring and evaluation system that allows gauging impact. This would require setting up a monitoring and evaluation system, which would allow the Platform to track and explore outcomes in a systematic way.
 - **The Secretariat should boost the frequency of communication and information sharing on Platform activities, progress and more importantly on follow-up, especially in between Steering Group meetings.** The website should be updated regularly so that it can serve its purpose of "knowledge portal" and "best practice" sharing tool even after completion of Action Plans.
 - **The OIE Secretariat in Brussels could benefit from additional staff,** for example an administrative assistant who could contribute to communication on Platform activities and milestones, as well as take over time-consuming clerical tasks.

INTRODUCTION

Platform Background

9. Officially endorsed in 2013, the OIE Platform on Animal Welfare for Europe (*the Platform*) assists OIE Member Countries from the Europe Region, with a particular focus on Eastern European Member Countries, to progressively improve compliance with OIE intergovernmental standards on animal welfare. The Platform promotes dialogue on animal welfare issues among competent authorities, business, civil society organisations and researchers. The beneficiaries of the Platform are: OIE Delegates and OIE National Focal Points (NFPs) on animal welfare coming from the fifty-three Member Countries of the OIE Regional Commission for Europe; professionals dealing with animal welfare (veterinarians from public and private sectors; veterinary education establishments; farmers; owners; handlers; non-governmental organisations (NGOs); industry in the field of transport and slaughter, companies for catching dogs; the public at large). It aims to build mutual understanding, foster trust and encourage voluntary commitments between members to achieve concrete results in improving the welfare of animals.
10. The strategic objective of the Platform is to empower Veterinary Services (VS) to take actions on animal welfare. The specific objectives are: 1) to raise awareness and achieve a high level of understanding of animal welfare in the Europe region; 2) to progressively advance with the implementation of the OIE standards on animal welfare; 3) to encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard-setting process.
11. The first Action Plan (2014-2016) addressed three priority animal welfare topics: slaughter, transport of livestock and stray dog population control (including rabies). The second Action Plan (2017-2019) addresses two additional topics, welfare of animals in disasters and welfare of working equids. At the time of this evaluation, the Platform Secretariat had launched preparations for the third Action Plan (2020 – 2022).

Figure 1. Overview of the OIE Platform on Animal Welfare for Europe



12. The Platform is governed by a Steering Group (SG) composed of OIE Delegates from three non-European Union (EU) (Russia, Serbia, Turkey) and two EU countries (Ireland, Spain), a representative of the European Commission (EC), the OIE Regional and Sub-Regional

representatives of the European Region, a representative of the OIE Collaborating Centre on Animal Welfare for Europe, and the representatives of donor organisations (France). In addition, the SG invites as observers other interested parties, notably: donor countries (Switzerland, Germany) and NGOs (the Royal Society for the Prevention of Cruelty to Animals (RSPCA), the International Fund for Animal Welfare (IFAW), the International Coalition for Working Equids (ICWE), Four Paws, World Animal Protection). The Secretariat is provided by the OIE Sub-Regional Representation in Brussels⁵. The Secretariat monitors the implementation of the Action Plans and reports to the OIE Regional Commission for Europe, at its Regional Conferences as well as the meetings of the Regional Core Group (RCG) and on various occasions including regional animal welfare Focal Point Seminars.

Figure 2. Governance of the Platform



Evaluation Purpose and Audience

13. Looking forward to the Platform's third Action Plan (AP), the OIE commissioned an evaluation that has two objectives: 1) assess the effectiveness and the efficiency of the first and second APs of the Platform to date, and 2) provide recommendations for the preparation of the third AP. The effectiveness of the activities of the Platform will be measured based on the general and specific objectives of the Platform. The assessment of the efficiency will be measured in relation to time delivery and cost efficiency. The recommendations identify areas of further improvements both in terms of effectiveness and efficiency as well as management, scope and monitoring of activities.
14. The need for launching an evaluation of the Platform has been highlighted by the EC and supported by the other donors with the aim to take into consideration its findings and recommendations when developing the third Action Plan 2020-2022.
15. The primary audience for this evaluation includes the major stakeholders and persons who are either directly or indirectly involved in Platform activities, namely beneficiary countries and key stakeholders in those countries such as business operators and civil society; OIE Council Members and Bureau of the Regional Commission for Europe, OIE senior management and staff, the Platform Secretariat, Platform donors, members and observers of the Platform SG.
16. The OIE may want to use the findings from this evaluation to inform its future programmatic strategy with regards to the Platform and to communicate on the Platform's achievements to internal and outside stakeholders. In addition, the evaluation offers opportunities to address operational strengths and weaknesses of the Platform and recommends adaptations to increase impact.

⁵ [OIE Platform for Animal Welfare in Europe Concept Note \(May 2013\)](#)

EVALUATION METHODOLOGY

Evaluation Questions

17. To achieve the objectives described above, the evaluation answered the following evaluation questions (EQ), each addressing an evaluation criterion⁶:
- *Relevance*: To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?
 - *Effectiveness*: To what extent was the Platform effective in implementing the APs?
 - *Efficiency*: To what extent have the activities of the Platform been performed efficiently with regards to the funds, human resources and time delivery?
 - *(Short – term / Early) Impact*: To what extent is it possible to measure today whether the activities of the Platform have been effective in delivering on its general and specific objectives?

Evaluation Approach and Design Summary

18. The evaluator used qualitative methods including Key Informant Interviews (KII), document/desk review, and secondary data review. Key Informants (KIs) were purposively sampled. The Platform Secretariat prepared a list of twenty-one KIs to include representatives from all the stakeholder categories involved in the Platform (summarized in Table 1 below). Invitation letters were sent out by the OIE Director General and the evaluator established contact with each representative on the list. The full list of KIs is contained in Annex 3. The evaluation also included a qualitative survey across the 53 countries of the region (31 replies received). The survey measured how perceptions of the Platform varied among participating countries (Annex 6)⁷. For details regarding how each EQ was addressed through these methods and how the corresponding data was analysed, see Annex 2 for the Evaluation Design Matrix.
19. The evaluator began work in mid-January 2019 with a kick-off meeting at the OIE Sub Regional Representation in Brussels. This meeting established contract expectations, ensured all parties were on the same page regarding priorities and desired outcomes, came to agreement on EQs and established the Evaluation Reference Group (ERG)⁸. Based on information gained during the kick-off, the evaluator launched the desk review and evaluation planning. The desk review was focused on reviewing strategic documents including the Concept Note, APs I and II, progress reports, Platform Newsletters and various materials produced by the Platform (for a full list of documents reviewed please refer to Annex 5). The evaluator also prepared protocols for KIIs (Annex 4).
20. In February 2019, the evaluator began interviewing the KI (Table 1). In March 2019, the survey was launched via an online platform managed by the OIE. In April 2019, the evaluator concluded all KIIs and proceeded to data analysis and reporting. Analysis methods included comparative analysis, gap analysis, and content analysis. The evaluator debriefed the ERG on a regular basis. A final presentation to the Platform SG will serve the dual purpose of disseminating evaluation findings and contributing to building capacity⁹.

⁶ The evaluator used the criteria recommended by the Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC). [OECD DAC criteria](#) are recognized as ‘best practice’ internationally and are widely used in evaluations of programmes far beyond the membership of the OECD/DAC.

⁷ The Survey questions referred to the evaluation criteria and respondents included both EU and non-EU countries involved in the Platform.

⁸ The Evaluation Reference Group included the Head of the Performance Management Cell (OIE Paris), the OIE Sub-regional Representative in Brussels and the Animal Welfare Specialist at the OIE Sub-regional Representation in Brussels.

⁹ The 12th Steering Group meeting of the OIE Platform for Animal Welfare in Europe will take place on 15-16 May, 2019 in Lyon, France.

Table 1: Key Informants Interviews

Respondent Category	Respondent Details	Method	Interview Location	Number
OIE Senior Management and Headquarters Staff	Director General, Director of Finance, Chargé de mission for Animal Welfare (Standards Department), Project Officer (World Fund Unit), OIE Brussels staff, former Platform Secretariat	KII	Paris/Brussels and Skype	7
Members of the Bureau of the Regional Commission	Austria	KII	Skype	1
Members and Observers of the Platform SG	Spain, Turkey, OIE, IZSAM Teramo, ICFAW	KII	In person (Brussels) and Skype	7
Beneficiary Countries	Georgia, Republic of North Macedonia, Greece	KII	Skype	3
Platform Donors	European Commission, Ireland, France, Switzerland	KII	In person (Brussels) and Skype	4
TOTAL				22

Evaluation Strengths and Limitations

21. This evaluation used qualitative data collection methods. The evaluator was able to gather in-depth, nuanced information from KIs and to probe around key areas of interest, uncovering both intended and unintended results. Qualitative information is crucial for understanding if the Platform strategy is valid, or if it needs to be updated/revised based on Member Countries' experiences and drivers.
22. The evaluator regrets the limited participation of beneficiary countries. The evaluator could only interview three countries (out of the selected eight). This limitation was due to turnover of staff and to elections in some countries (VS pending confirmation under new governments).
23. The evaluator recognises that the impact of activities aimed at improving animal welfare proved difficult to assess because (i) some of the activities were conducted recently and some are under way, (ii) a pre-requisite for improvement of animal welfare at national level is the design of adequate legislation, a cycle which usually requires several years, (iii) behavioural changes take time and (iv) animal welfare is a complex and multifactorial issue.
24. Lastly, the evaluator notes the possibility of respondent biases including recall bias (AP I activities took place three to five years prior to this evaluation and respondents may have responded to EQs with answers that blend their experiences into a composite memory) and response bias (respondents have a vested interest in the Platform and may have been motivated to provide responses that would be considered desirable to the evaluator). The evaluator used data triangulation by comparing and analysing answers from multiple sources to mitigate these biases.

EVALUATION FINDINGS

Platform Strategy

25. A Theory of Change explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts of a project¹⁰. While the Platform's Theory of Change is not clearly defined in any one chart or document, the original Concept Note developed in 2013 outlines the two tracks of the Platform's strategy:
- Empowering VS by encouraging participation in the OIE standards setting process;
 - Enable VS to comply with OIE animal welfare standards by building the necessary capacity.
26. The APs describe the Platform's activities with a variety of key stakeholders and list of tasks. However, the intended results are not clearly specified.
27. Although efforts have been made to include indicators, the current APs continue to be based on a list of tasks and activities and does not include a results framework. Furthermore, the Platform has never had a Theory of Change to clearly outline how the Platform's activities are expected to produce results and the Platform's intended impacts (e.g. through hypothesis or 'if then' statements with stated assumptions).

Platform Approach

28. All KIs characterized the Platform's approach as open, constructive, and participatory:
- *Open*, as it fosters relationships among VS and partners based upon trust, equality, and transparent consultations with regards to planning, implementation and decision-making;
 - *Participatory*, as key stakeholders are consulted during the design and implementation of the APs. Respondents often mentioned that they see the OIE as a 'co-operating partner' and not 'a regulator';
 - *Constructive*, as it builds upon international standards and existing policy frameworks and includes a knowledge transfer from Member Countries that are more advanced on animal welfare issues.
29. The Platform has once again proven the importance of "champions". The dedication of OIE staff and several Member Countries constitute the strengths of the Platform and such champions should be more often identified among beneficiary countries in order to generate a critical mass for reform.
30. This is linked to the "*right level of participation*" in SG meetings and regional events, as many interlocutors pointed out. The Platform SG could become stronger and benefit from participation of OIE Delegates at a higher political level. Another way of boosting engagement would be by increasing the level of information shared between SG meetings, in particular on issues that require follow-up.
31. National leadership and ownership are at the core of the Platform and form the basis of its success. In that sense, challenges still persist. The capacity of VS in beneficiary countries to initiate and coordinate animal welfare policy actions varies. Despite commitment and motivation among staff, reform and impetus for change, especially at the political level, may suffer because of limited human and material resources, but also because animal welfare issues are often not ranked high on the national political agendas.

¹⁰ Patricia Rogers (UNICEF), [Methodological Brief no.2, Theory of Change](#)

Platform Communication

32. Although the Platform has no official communication strategy, the Secretariat uses various communication tools and has a dedicated website including the publication of annual newsletters. The APs, reports, training and advocacy materials are available on the Platform's website, with the exception of the stray dogs' campaign which is currently not available online.
33. The Platform's communication activities include the production of awareness campaign material to be hopefully used by the beneficiary countries and spread in local newspapers and media outlets (television and radio).
34. Nevertheless, the Platform appears to lack a clear knowledge-sharing strategy. For example, the Platform's website has only recently become fully operational and some respondents noted that *"it wasn't easy to find the website as the main OIE website doesn't have a banner to the Platform"*. Furthermore, some staff within some VS *"were not aware of the website"*. The Russian version of the Platform website doesn't appear to be online yet, which may limit its use in the wider Europe region.
35. Some respondents commented that the communication campaigns of the Platform are not 'powerful enough'. *"We need professionals to help us design a campaign that will stick in people's mind after it's finished"*.

Platform Monitoring and Evaluation System

36. Monitoring is the ongoing and systematic tracking of data or information related to a strategy and/or project. Monitoring data should ideally be analysed and used to inform efforts to learn, manage adaptively, and promote accountability. Monitoring data often takes the form of performance monitoring and context monitoring but can also include complementary monitoring when dynamic contexts or unproven relationships make results unpredictable. Monitoring and Evaluation (M&E) systems organize actors, data sources, roles and responsibilities, and reports related to agreed-upon monitoring data.
37. Throughout the implementation of AP I and AP II, the Platform Secretariat and OIE staff involved with the Platform have collected, managed, and reported a range of data and information to show progress towards the Platform's objectives (this mainly referred to the number of activities conducted, including activities conducted by VS after the Training of Trainers, and number of participants). However, the foundation of the Platform's M&E system is not a results framework or a performance management plan/guidance document (detailing the role of each actor, the purpose of each data source, the intended flow of data through the system, etc.). The system instead has evolved around impact and results indicators that are in fact proxies for tracking progress; and even though the APs define a list of more than a dozen indicators, the Secretariat typically collects information pertaining to the number of events and participants.
38. The evaluator notes that interviewed OIE staff agreed that monitoring data should be used beyond meeting reporting requirements and were keenly aware that the current system (and the indicators included within it) does not capture all information necessary to make strategic decisions about implementation of the Platform. With the data that is currently collected, the evaluator finds that the Platform Secretariat is not equipped to analyse or interpret results beyond the implementation of tasks.
39. The Secretariat documents outputs and outcomes that are not captured in the current indicators, using its internal management meetings as a platform to discuss notable successes and challenges, regardless of whether or not there is a direct link to the indicators in the AP. For example, meetings would touch on logistical aspects related to organisation of national or regional events, on staff turnover in beneficiary countries, on political development that may have an impact on the staffing of VS and on animal welfare issues.
40. One of the results that Platform Secretariat and OIE staff noted was important for them to document and report was the change in attitude with regards to animal welfare issues that they have observed in beneficiary countries since the Platform inception (e.g. the extent to which animal welfare issues are included as priorities, the budget allocated in beneficiary countries to tackle

animal welfare issues, the changes in public perceptions for example with reference to becoming “responsible pet owners”, etc.). Currently the Platform is unable to capture this type of result, which, though difficult to quantify, could inform the strategic thinking (i.e. beyond the implementation of Platform activities included in the APs) and provide analysis of the changes or conditions necessary for OIE standards to be successfully implemented in beneficiary countries.

41. Lastly, the self-assessment and monitoring (SAM) tool developed with support from the OIE Collaborating Centre for Animal Welfare, Istituto Zooprofilattico Sperimentale dell’ Abruzzo e del Molise (IZSAM) in Teramo, intends to measure the current level of compliance with Chapter 7.7 of the OIE Terrestrial Animal Health Code, relating to stray dog population control. The tool has potential to provide data for monitoring and subsequent evaluations and to show progress towards achieving the Platform’s objectives in this area. However, as it relies on the ability of individual countries to assess their own performance and report on it, there might be variations in how the questions are understood or answered, and at the moment the information gathered through this tool is not consolidated into any joint report or analysis.

42. In summary, system weaknesses were identified primarily in the data collection and data management. While each actor is aware of his/her general role in relation to the data he/she receives, manages, and reports on, the use of the data for learning and adaptive management is challenged by factors including lack of proper results and impact indicators and limited capacity at the Secretariat level (see Recommendations). The indicator table in the APs is currently not a valid measure for the Platform; it does not measure impact; and it does not include systematic approaches to identify (un)anticipated outcomes.

Relevance

43. The evaluation examined relevance by looking at the extent to which current activities, scope and monitoring framework are relevant to the needs of the region. The monitoring framework is discussed at length in the previous section. The focus of this section is on the Platform’s scope and activities, as well as on the beneficiary countries’ engagement and the buy-in of donors.
44. Looking at the two APs and the activities that have been implemented so far, the evaluator found that the scope of the Platform’s activities remains relevant. The current priority topics are consistent with regional needs, although some beneficiary countries noted that a more nuanced approach is required in order to reduce the gap between EU and non-EU countries. The OIE conducts needs assessments during the preparation phase of the APs. The consultation process involves all the OIE Member Countries participating in the Platform and partners during a series of global and regional events. The beneficiary countries have a direct say in what priorities and activities are chosen for the APs. The OIE collects feedback during seminars for NFPs, the meetings of the SG, the meetings of the RCG and the OIE Regional Commission for Europe, global conferences on animal welfare, and specific stakeholder consultation meetings.
45. For the first AP (2014-2016), the consultation process included four regional and global events held in 2012 and 2013 in Ukraine, Germany, Malaysia and Italy¹¹. For the second AP (2017-2019), consultations were held in 2015, 2016 and 2017 in Georgia, Moldova, Ireland, Italy, Spain, Switzerland, Belgium, France, Portugal and Mexico¹². The frequency of these meetings and

¹¹ OIE Seminar for National Focal Points on Animal Welfare in Kiev, Ukraine (2012);
 - 25th Conference of the OIE Regional Commission for Europe in Fleesensee, Germany (2012);
 - 3rd OIE Global Conference on Animal Welfare in Kuala-Lumpur, Malaysia (2012);
 - OIE Seminar for National Focal Points on Animal Welfare in Teramo, Italy (2013).

¹² OIE Seminars for National Focal Points on Animal Welfare (Kakheti, Georgia, October 2015; Chisinau, Moldova, April 2017);
 - 5th to 8th Steering Group meeting of the OIE Platform on animal welfare for Europe (SG5, Dublin, Ireland, November 2015; SG6, Teramo, Italy, May 2016; SG7, Madrid, Spain, – November 2017; SG8, Bern, Switzerland, May 2017);
 - 2nd stakeholder consultation meeting of the OIE Platform on animal welfare for Europe (Brussels, Belgium, May 2016);

- the inclusion of both EU and non-EU Member States as hosts facilitated participation and created a sense of regional ownership. This is a good practice as confirmed by all respondents, which contributes to the Platform's relevance (i.e. needs are identified over a longer period of time ensuring participation from all Member Countries, rather than organising a one-off high-level event).
46. Both APs then identified a list of activities (eight for AP I and thirty-six for AP II) taken from the menu of eligible activities as defined in the Platform Concept Note, Annex 1. These activities are not linked to specific objectives (e.g. activities are not grouped per objective) and range from maintenance of the website to translation of documents to workshops and seminars. The evaluator notes that assessing the extent of consistency is limited by the fact that both the objectives and the resulting activities are formulated at a macro level, which makes easy keeping these activities relevant over a longer period of time, but diffuses the ability to point to specific results (i.e. going beyond the implementation of tasks).
 47. Both APs contain the same high-level objectives:
 1. To raise awareness and achieve high level of understanding of animal welfare in the Europe region.
 2. To progressively advance with the implementation of the OIE standards on animal welfare.
 3. To encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process.
 48. Although needs vary by sub-region and individual beneficiary country ranging from legislative aspects to physical infrastructure, the Platform's focus remains on capacity development. This is a challenging task under the best of circumstances. Developing institutional capacity requires working with VS anchored in different institutional cultures and socio-economic contexts, with different human and financial resources at their disposal. The Platform Secretariat has minimised this challenge by grouping activities per sub-region (e.g. the Balkan region, EU's eastern neighbours, Central Asia). Nevertheless, some KIs requested that the Platform nuance its approach even further. *"It's useful to listen to what other countries are doing, in particular the more advanced ones. However, I cannot use this information, in my country we need support with basic things, like drafting a law"* (respondent).
 49. This approach has managed to create momentum on a sub-regional level; however, it does not always provide specific answers to specific needs beneficiary countries are looking for. Although the Platform has a participatory approach whereby beneficiary countries have a direct say in the formulation and approval of APs, the fact that activities are clustered by regions or target multiple countries, results in a more blanket approach and limits the scope for addressing individual country needs. *"Otherwise the gap between the EU and the rest of Europe will only grow bigger"*, as one interlocutor put it. Nevertheless, the evaluation report acknowledges that animal welfare is not solely about legislation, it is also about political will and socio-economic context, elements that lie beyond the scope of the Platform. *"The OIE sets the standards and provides support to implement them. However, the 'how' and 'when' of this process is up to each individual country. The Platform, and indeed the OIE, is about voluntary participation and for the Platform to remain a successful tool, it should not be perceived as 'pointing fingers' or 'assessing' anyone"*.
 50. As the Platform is gradually expanding scope and enters its sixth year of implementation, some respondents noted a drop in the level of engagement (i.e. *"same participants going through the same discussions / motions"*, *"the Platform has gone a bit into auto-pilot mode"*) and loss of impetus (although the action areas remain relevant). One reason for decreasing levels of engagement could be the turnover of staff and the departure of the people who were involved in setting up the Platform, hence a reduced level of 'ownership'. Another reason could be linked to

- Meetings of the OIE Regional Commission for Europe (84th and 85th OIE General Sessions in Paris, France, May 2016 and May 2017; 26th Conference of the OIE Regional Commission for Europe; Lisbon, Portugal, September 2016);

- 4th OIE Global Conference on Animal Welfare (Guadalajara, Mexico, December 2016).

the way the Platform activities are formulated, i.e. in trying to accommodate the needs of multiple countries, the relevance of some activities may be low for some beneficiary countries depending on their specific needs.

51. The involvement of donors and the continued financial support the Platform receives from the EC, countries (France, Germany, Italy, Ireland, Switzerland), and civil society (the RSPCA, IFAW, ICWE, World Animal Protection, Four Paws) testifies to the relevance of the animal welfare areas the Platform addresses. Interviews with donor representatives confirmed this. While the EC funds all the activities of the Platform regardless of the area, bilateral donors focus on specific topics such as control of stray dog population or the welfare of animals transported by land. The EU Member States are particularly interested in exploring ways of clarifying and agreeing on animal welfare standards in the wider European region, including Central Asia and beyond (e.g. the Middle East and North Africa).

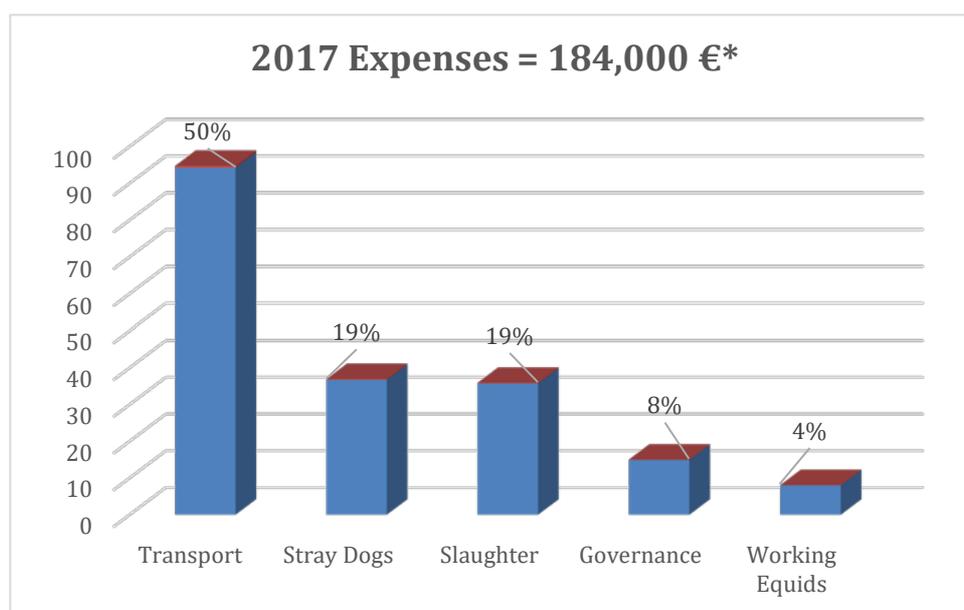
52. In summary, the Platform is perceived as a landmark initiative of the OIE and the initiative is perceived as highly useful and relevant. The creation of the Platform acting as a bridge between the East and the West has generated enthusiasm among VS and civil society organisations alike. The Platform helps to keep spotlights on animal welfare, which otherwise would have remained at a lower priority level. The Platform remains relevant and constitutes an important tool in promoting animal welfare in the wider European region. The governance structure of the Platform ensures participation of all countries and the scope of the Platform is confirmed through the approval of the APs. Nevertheless, the current objectives and activities are formulated at a high-level and it has been suggested that the Platform could benefit from a more tailored approach (in particular addressing the needs of beneficiary countries, which vary and sometimes cannot be addressed at the sub-regional level). Outside of the EU, the OIE is probably the most powerful inter-governmental organisation able to advocate for reforms on animal welfare.

Effectiveness and Efficiency

53. *Effectiveness* captures the degree to which the Platform has been successful in producing the desired results, while *efficiency* looks at the use of resources (financial and human) employed to achieve the results.
54. Overall KIs were satisfied with the performance of the Platform. The activities of the Platform planned in the first AP were implemented and those included in the second AP are well underway (Annex 7). Stakeholders noted the usefulness of the regular SG meetings as well as of the presence of a full-time coordinator for the Platform. The professionalism, dedication and technical knowledge of the Platform Secretariat and OIE staff have been highly commended by all those interviewed. Some delays have been reported in organising some events, but those were mainly due to logistical limitations and were handled on a case-by-case basis without any major disruptions to the activities in the APs.
55. The activities under the first AP had a total cost of 323,189 EUR. The implementation was possible through the financial support of the EU (main donor), France, Germany, Switzerland, World Animal Protection, IZSAM Teramo and RSPCA; and the in-kind collaboration from the Regional Animal Welfare Centre for the Balkans (RAWC). OIE event-hosting countries (Romania, Russia, Belgium, Georgia, Serbia, Kyrgyzstan, Ireland, Italy, Albania, Spain, and Kazakhstan) also contributed by providing in-kind support to all Platform events (not included in the overall budget for AP I).
56. The implementation of the second AP started in 2017 and completion of activities is expected by end of 2019. Annex 7 provides an overview of activities carried out to date.

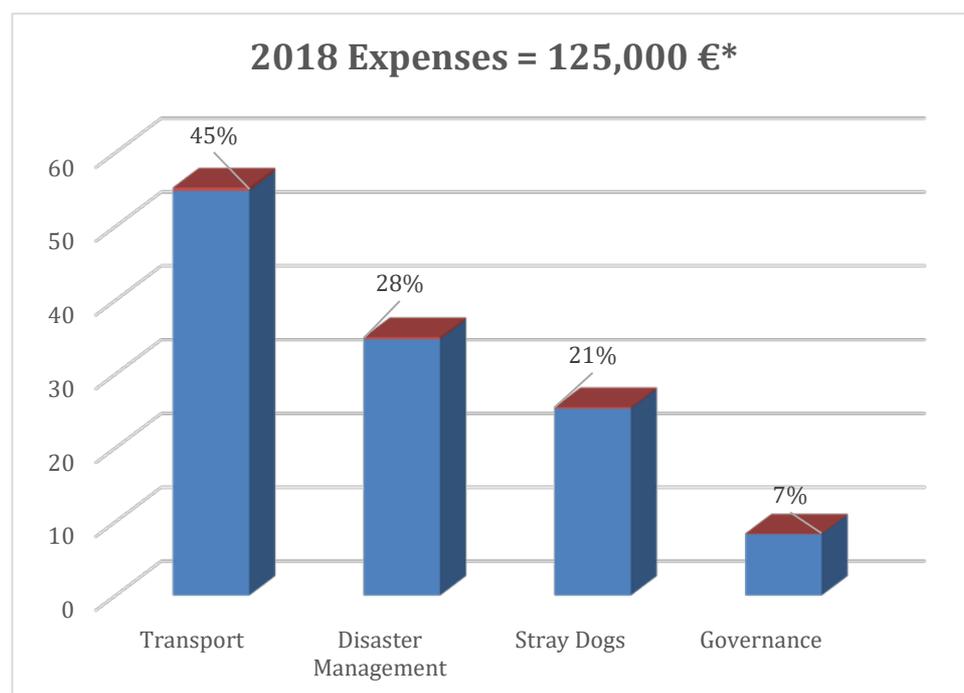
57. In 2017 and 2018, a total of 309,000 EUR¹³ has been disbursed on the implementation of the Platform activities¹⁴. The priority areas differed, and the respective annual budget allocations are shown below¹⁵:

Graph 1: 2017 Expenses



* Rounded figure

Graph 2: 2018 Expenses



* Rounded figure

¹³ Rounded figure from the OIE accounts for 2017 and 2018

¹⁴ OIE AW Platform Newsletters ([2017](#) and [2018](#))

¹⁵ The Newsletters for 2015 and 2016 do not contain similar financial information.

58. As shown above, the Platform is on track with implementing the activities agreed in both APs (AP II is under way and the full list of implemented activities will become available at the beginning of 2020). The extent to which the activities have reached their intended outputs is less straightforward. If the measure we use to gauge this aspect refers to the number of tasks listed under each activity in the AP and refers to outputs as deliverables (e.g. seminars or trainings organised, number of experts trained, number of awareness campaigns, etc.) then effectiveness ranks very high. If, on the other hand, the intention is to assess 'intangible' outputs such as levels of awareness, or capacity, or shifts in attitudes and behaviour, then this is difficult to do within the current 'results framework' (see section on M&E above but also section on Impact below). This evaluation can only assume that the plethora of national and regional workshops and seminars carried out have contributed to an "increased awareness and high level of understanding of animal welfare in the Europe Region" (cf. objective 1 in both APs). Another difficulty is linked to the fact that the reforms or changes required to comply with OIE animal welfare standards are often not commensurate with the beneficiary countries' capacities. For example, in some countries, the veterinary authority, as regards animal welfare issues, is only composed of a few specialists, including the Chief Veterinary Officer, who deal with all aspects from policy making, to implementation, to inspections.
59. This evaluation did not include a financial audit or inspection of accounting documents, and the findings with regard to efficiency are based on feedback received from OIE staff and Platform donors, as well as the document review. In principle, the funding that was made available was adequate and sufficient to implement the planned activities and as Annex 7 shows, there were no significant delays in implementing activities. The concept note of the second AP of the Platform stated that "*the delivery of the first Action Plan has been very cost efficient as all of its activities were implemented for almost half of the provisional budget*".¹⁶ The evaluator notes that while spending less funds than originally anticipated may point to a more cost-effective approach, it could also indicate some limitations in appropriately planning, executing and monitoring funding. While every programme budget has a certain margin of flexibility in terms of disbursement of funds vs. estimated funds, a margin of 50% as indicated in the document appears to be too high to be considered "very cost efficient".
60. The factors that influenced the use of funds are not entirely clear, since the Platform appears to consider the fact that the allocated funds were not fully used as an advantage rather than a limitation. Moreover, financial management aspects do not feature in the agendas of meetings of the SG nor among the main conclusion points from these meetings. As one interlocutor put it, "*this casts some doubt on the Platform's ability to estimate and execute activities and calls for a more professional approach*". The efficiency of funding allocated to AP II is difficult to measure at this stage. An evaluation looking at the entirety of actions carried out under AP II would have to be carried out to reach a conclusion in that regard. Indeed, the progress reports submitted by the OIE to each donor consist of a narrative part that lists the activities organised during the reporting period and tasks performed and contain annexes that include supporting materials (agendas of meetings, lists of participants, and accounts). The reports are technical and do not analyse limitations or challenges encountered, nor do they dwell on the aspects considered by this evaluation (relevance, efficiency, effectiveness, impact).
61. With regard to human resources, the evaluator notes two diverging views. On the one hand, it has been underlined that the Platform Secretariat is understaffed. The Brussels Sub-Regional Representation counts two full time employees, the Sub-regional Representative and one Animal Welfare Specialist, who coordinates the Platform activities (in all fifty-three participating countries). It is evident that the Sub-Regional Representation in Brussels could benefit from a full-time assistant (see Recommendations below). This could allow the Secretariat staff to deal with content-related issues and avoid logistical delays (e.g. in sending out invitations to meetings, which prevents some countries, especially those requiring visa to travel, from participating). On the other hand, it has been remarked that the OIE Sub-Regional Representation in Brussels is not working in isolation and should use the OIE HQ resources including communications, logistics, and

¹⁶ [OIE Platform on Animal Welfare for Europe, Action Plan 2017-2019, version of 6 April 2016, page 8](#)

specialists. Either way, it is clear that the Platform would benefit from professional support in particular in the areas of communication and M&E.

62. In summary, the Platform is performing the tasks as agreed despite some drawbacks that are sometimes due to events beyond the Platform's control (e.g. elections in beneficiary country and resulting changes in national staff, natural disasters). A positive development is the establishment of two regional offices in Russia and Kazakhstan that will play an important role in implementing the activities under the Platform and contributing to the flow of information from the regional level. Is the Platform good value for money? The short answer is yes, based on the feedback received from donors, beneficiary and participating countries alike. Despite some drawbacks, the Platform has an established structure, staffing resources have been allocated and there exists a culture of learning and desire for improving measurement of key concepts and outcomes related to the Platform's results and impact.

Impact

63. The main question considered here is the extent to which it is possible to measure today whether the activities of the Platform have been effective in delivering on its general and specific objectives in particular its contribution to implementing OIE standards on animal welfare. Measuring impact is a complex task and requires several key elements, including the existence of a baseline, impact indicators, as well as distance in time if the intention is to measure long-term impact. In the context of this evaluation, the report looks at *short-term contribution towards impact*.
64. The Platform addresses a range of complex issues within an implementation period that is too short to see effective change, in particular when change refers to attitudes and practices. Although this evaluation is not assessing impact *per se*, the time is right to think about measuring contribution towards impact. This expectation is shared both by participating countries and donors alike.
65. The essential problem in assessing the Platform's impact is the lack of indicators to measure it. Both APs put a lot of emphasis on capacity building across action areas and stakeholders. However, the investigation of the simple-to-track indicators included in the APs reveal that they are not helpful in measuring advancement of awareness or knowledge or change in attitudes with regard to animal welfare in the beneficiary countries. As stated above, the current indicators are proxies for measuring delivery of identified tasks. They do not measure to what extent compliance with OIE standards in Eastern European Member Countries has improved over time, nor do they tell us to what extent beneficiary countries have made progress in actual implementation of the OIE standards on animal welfare. When results are presented in terms of number of experts trained or number of workshops conducted, this does not necessarily mean that there is a direct link to the implementation level (which requires more than just knowledge of what to do).
66. The problem with the current results and reporting framework is that it relies on indicators that take highly dimensional phenomena and represent them in a low-dimensional way. Complex systemic outcomes like "improved awareness" or "advances on the implementation of OIE standards" are collapsed into a single dimension, which are sometimes then measured in rudimentary ways. The number of trainings conducted or the number of participants in any given training cannot gauge the knowledge that was acquired as a result of these activities. Similarly, the SAM (while constituting an important step towards a more coherent and co-ordinated approach to monitoring and evaluation) cannot by itself speak to changes in attitude or approaches to animal welfare on a bigger scale. The limitation here is that the Platform does not appear to have an analytical approach and the information it possesses does not necessarily translate into a reflection of the "how" and "why". Current reports and information gathered focus on the "what".
67. During interviews with KIs, several factors explaining these limitations emerged. The first one refers to the OIE's mandate and overall work approach, which reflects its inter-governmental mandate, fully voluntary participation and commitment to OIE standards. The Platform has adopted this approach in that it relies on self-assessments and does not want to be perceived as imposing the OIE standards or checking implementation in the participating countries. While this is understandable, some respondents noted that if the Platform's main goal is to keep countries discussing about animal welfare issues and be informed on a regular basis through workshops,

seminars or trainings, then the current set-up is fit for purpose. However, if the intention is to be able to assess impact and effectiveness of its activities, the Platform should then include the right tools for doing that. These may include a baseline, indicators that look at the effects of the activities carried out in various beneficiary countries, and assessments that look at the level of implementation of OIE standards in practice.

68. The second factor refers to the existing capacity constraints within the VS and line ministries in the beneficiary countries. Some respondents pointed to the fact that even though the political commitment and intention to deal with animal welfare issues may be there, more often than not, financial resources are limited or the implementation of OIE standards require investments in physical infrastructure, which may be costly. This factor is beyond the Platform's control. However, the Platform could consider helping those beneficiary countries that request it to identify potential sources of funding (e.g. through EU external funds, see Recommendations). This is not currently within the scope of the Platform, but perhaps could be explored in the future.

69. In summary, although the contribution of the Platform's interventions towards compliance with OIE standards and awareness of animal welfare has been acknowledged by donors, partners and beneficiary countries alike, it remains diffused among a wide range of (mostly training) activities and lacks a consolidated effort to analyse the factors contributing or limiting the implementation of OIE standards on animal welfare and explore solutions. While the Platform is delivering in terms of actions and targets agreed in the APs, the evaluator notes that the current indicators track organisational progress and outputs such as number of activities or participants, documents produced and do not appear to measure actual improvements in capacity and / or awareness.

CONCLUSIONS

70. This evaluation examined the Platform's relevance, effectiveness, efficiency, and contribution towards impact. This report answered the following questions:
71. *To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?*
- **The Platform remains an important tool in promoting animal welfare in the wider European region.** Outside of the EU, the OIE is probably the most powerful inter-governmental organisation able to advocate for reforms on animal welfare. The governance structure of the Platform ensures participation of all member countries and the scope of the Platform, which is confirmed through the approval of the APs by the OIE Regional Commission Europe and the regular discussions during the SG meetings (every six months).
 - Nevertheless, the Platform's objectives are formulated at the macro-level and the activities included in the APs (eight in AP I and thirty-six in AP II) are not specific enough to reveal needs at individual country levels, although reference is made to sub-regions (e.g. the Balkans, Russian speaking countries, the Caucasus, Central Asia). **The Platform also does not have a M&E system, and the current indicators refer to activities and outputs such as number of trainings, participants, pages translated, or documents produced.** This does not enable the Platform to perform more analytical functions and reflect on the factors that enable or limit the ability of beneficiary countries to implement OIE standards on animal welfare. There appears to be a gap between the ambitious objectives stated in the APs and the activities carried out. The evaluation concluded that despite efforts to regionalise its activities, **the Platform appears to have more of a blanket-approach and the extent to which individual beneficiary countries advance will largely depend on the resources (both financial and human) put at their disposal by national governments** rather than solely on the knowledge acquired during the capacity building or awareness activities conducted with support from the Platform.
72. *To what extent was the OIE Animal Welfare Platform effective in implementing the Action Plans?*
- An analysis of the reports concerning **both APs reveal that the Platform is on track in implementing the planned activities** (noting that the implementation of AP II is still under way and a full understanding of the level of implementation will only be available in early 2020). The extent to which the activities have reached their intended outputs is less straightforward. If the measure we use to gauge this aspect refers to the number of tasks listed and executed under each activity in the AP and defined outputs as deliverables (e.g. seminars or trainings organised, number of experts trained, number of awareness campaigns, etc.) then effectiveness ranks high. If, on the other hand, the intention is to assess 'intangible' outputs such as levels of awareness, or capacity, or shifts in attitudes and behaviour, then this is difficult to do within the current results framework. The evaluation can only assume that the many national and regional workshops and seminars carried out have contributed to an "increased awareness and high level of understanding of animal welfare in the Europe Region".
73. *To what extent have the activities of the Platform been performed efficiently with regards to the funds, human resources and time delivery?*
- This evaluation did not include a financial audit or inspection of accounting documents, and the findings with regard to cost efficiency are based on feedback received from OIE staff and Platform donors, as well as the document review. **In principle, the funding that was made available was adequate and sufficient to implement the planned activities.** The concept note of the second AP of the Platform stated that "*the delivery of the first Action Plan has been very cost efficient as all of its activities were implemented for almost half of the provisional budget*".¹⁷ The evaluator notes that while spending less funds than originally anticipated may point to a more cost-effective

¹⁷ [OIE Platform on Animal Welfare for Europe, Action Plan 2017-2019, version of 6 April 2016, page 8](#)

approach, it could also indicate some limitations in appropriately planning, executing and monitoring funding.

- With regard to human resources, the evaluator notes two diverging views. On the one hand, it has been underlined that the Platform Secretariat is understaffed (one Sub-regional Representative and one Animal Welfare Specialist). On the other hand, it has been remarked that the OIE Sub-Regional Representation in Brussels is not working in isolation and should use the OIE HQ resources including communications, logistics, and specialists. Either way, it is clear that **the Platform Secretariat would benefit from professional support in particular in the areas of communication and M&E.**

74. *To what extent is it possible to measure today whether the activities of the OIE Platform have been effective in delivering on its general and specific objectives?*

- In other words, this question refers to the Platform's contribution towards the expected impact of its activities as stated in the APs. **The contribution of the Platform's activities towards compliance with OIE standards and awareness of animal welfare has been acknowledged by donors, partners and beneficiary countries. However, it remains important to analyse the factors contributing or limiting the implementation of OIE standards on animal welfare and explore solutions.** While the Platform is delivering in terms of actions and targets agreed in the APs, the evaluator notes that the current indicators track organisational progress and outputs and do not appear to measure actual improvements in capacity and / or awareness.

RECOMMENDATIONS

75. **The Platform should keep up momentum and is encouraged to seek ways to reinforce its stakeholder engagement including with member countries.**
- One way would be to implement the rotation of the SG membership. Since its establishment, the members of the SG have not changed. Locations for the SG meetings rotate and so should the membership (e.g. linked to the AP duration, or two APs to allow for a follow-up over a longer period of time). The Secretariat of the Platform is encouraged to address this aspect, in particular since some of the countries that are members of the SG have changed representatives and are no longer actively participating.
 - A recommendation has been made with regard to SG meetings in order to allow for more focused and result-oriented discussions depending on the level of needs and / or advancement in terms of animal welfare. For example, some interlocutors suggested that the number of topics addressed during SG meetings is “too high” and often means that “there is not enough time left for actual discussions”.
76. **The Platform is encouraged to explore ways of providing a more tailored approach to address the needs of the countries.**
- While acknowledging that the Platform is not a policy-making tool but rather a space for learning, exchanging, collaborating and co-ordinating, several respondents have expressed the need to have a more tailored approach to technical assistance. Where this is relevant, the Platform Secretariat should more actively inform countries of capacity building tools within OIE country support programmes (e.g. PVS Pathway) to answer specific needs.
77. **The Platform should reduce its breadth of activities while increasing its target audience.**
- While acknowledging that knowledge transfer and capacity building is at the core of the Platform design and purpose, some respondents suggested that the target audience of Training of Trainers should also include veterinary departments at universities / faculties in view of increasing the quality of knowledge transfer and the sustainability of the capacity built. Although it is the responsibility of national VS and veterinary inspectors to conduct inspections, if animal welfare is to be advanced, efforts should be made to increase awareness and access to information among private operators too.
 - Another suggestion was to reduce the overall number of activities and focus on improving quality and efficiency while keeping in mind the capacity of the beneficiary countries (e.g. in some countries, because of limited staff working in the VS, the same people end up being involved in different seminars covering different subject areas. This means that they have to be absent from their job frequently but also that their ability to follow up on actions / commitments is curtailed).
78. **The Platform should develop its capacity to evaluate achievements and visibility of impact, which will, among others, support the Platform’s funding mechanism.**
- The funding mechanism of the Platform depends on the donors, which may choose to make funding available for all Platform activities or prefer to earmark funds for specific sector activities, e.g. stray dogs. Either way, the expectations in terms of the Platform’s achievements and visibility of impact of its activities have risen since the first AP kicked off in 2014. Donors in particular would like to see more efforts deployed to ensure a robust monitoring and evaluation system that allows gauging impact. Furthermore, as one respondent noted, “*the Platform should also continue exploring partnerships involving laboratories and research centres rather than asking donors to come up with more money*”.
 - The Platform should constantly collect feedback and evaluate itself. Thus, the *evaluation phase* should not be seen as a distinct phase that comes after implementation or mid-term, but rather

a process that is ongoing throughout the phases. Formative and summative evaluations¹⁸ are absolutely critical to improving performance. This applies not only to specific APs, where evaluation focuses on outcomes, but also overall to the Platform itself, where evaluation focuses on the extent to which the Platform successfully meets its own objectives, including that of undertaking technically-rigorous analysis and of earning political buy-in amongst all the major actors in the region and beneficiary countries.

79. **The Secretariat should boost the frequency of communication and information-sharing on Platform activities, progress and more importantly on follow-up** (i.e. how were the issues identified during the last SG meeting addressed).

- Since the Platform website is the main entry point, it should also serve as a tool for information and knowledge sharing. It is thus recommended that for future interventions, the website be updated regularly so that it can serve its purpose as “knowledge portal” and “best practice” sharing tool even after completion of APs. The level of information sharing on the Platform in the OIE Regional Commission for Europe remains limited according to the interviewed members. Several respondents noted that with the departure of some colleagues, information on the Platform activities and progress is missing. This is an aspect that could be addressed under the current AP.

80. **The Platform Secretariat in Brussels could benefit from additional staff.**

- This could take the form, for example, of an administrative assistant, who could contribute to communication on Platform activities and milestones, as well as take over time consuming clerical tasks. The Platform could also benefit from specialist support in setting up and following through a more rigorous M&E system and putting in place a long-term communication / advocacy strategy. These persons need to be experts in these fields and do not necessarily have to be veterinarians.

¹⁸ Summative evaluation refers to the assessment of outcomes; formative assessment gauges development over time.

Annexes

ANNEX 1 – EVALUATION TERMS OF REFERENCE

1. EVALUATION CONTEXT AND PURPOSE

a. BACKGROUND

The need for a regional mechanism aimed at improving animal welfare in Europe and enhancing regional dialogue was raised on several occasions by OIE Member countries during OIE regional Focal Points seminars for animal welfare and meetings of the OIE Regional Commission for Europe.

This progressively led to the preparation of a Concept Note for an OIE Platform on Animal Welfare for Europe (hereafter referred as the 'OIE AW Platform'), which was discussed during the 25th Conference of the OIE Regional Commission for Europe in Fleesensee (Germany, 2012) and then unanimously adopted by the OIE Regional Commission for Europe during the 81st General Session of the World Assembly of OIE Delegates in Paris (France, 2013). The Concept Note contains provisions for the establishment of the Platform governance (Steering Group, and Secretariat held by the OIE sub-regional Representation in Brussels) and the development of a 3-year Action Plan, to be mainly funded by the European Union.

The general objective of the OIE AW Platform is to assist OIE Member Countries from the OIE Europe Region, with a particular focus on Eastern European Member Countries, to progressively improve compliance with OIE intergovernmental standards on animal welfare (section 7 of the OIE Terrestrial Animal Health Code - TAHC).

A first Action Plan of the OIE AW Platform for the period 2014-2016 was implemented with good results; the second Action Plan (2017-2019) is currently under way.

The Strategic Objective of these Action Plans, in accordance with the Concept Note of the Platform, is to empower Veterinary Services (the priority 'targets' of the OIE AW Platform) to take actions in animal welfare in compliance with OIE intergovernmental standards, with as its ultimate goal, to improve animal welfare in the region. More specifically, the following three specific objectives were identified: (i) to raise awareness and achieve a high level of understanding of animal welfare in the Europe region; (ii) to progressively advance with the implementation of the OIE standards on animal welfare; (iii) to encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process.

The first Action Plan addressed three priority animal welfare topics of the region, namely slaughter, transport of livestock and stray dog population control (considering also its rabies dimension). To respond to emerging priorities, two additional topics were included in the second Action Plan, namely welfare of animals in disasters and welfare of working equids. The Action Plan is however a living and flexible document and adaptable to evolving animal welfare priorities of the region.

After five years of existence, the OIE AW Platform is now a well-established mechanism, renown in the whole region, fully in operation and benefitting from regular funding from a growing pool of donors. In this favourable context, the OIE is aiming to develop a third Action Plan (2020-2022), leveraging successes from the previous ones and with a clear continuity between the OIE AW Platform Action Plans.

b. EVALUATION PURPOSE

In light of the political and financial interest and support the OIE AW Platform generates, it was deemed timely by the OIE to launch an evaluation of the first two Action Plans and more broadly of the functioning of the OIE Platform on animal welfare for Europe, to take stock of what worked well, what did not, and to provide recommendations for the future development and implementation of the third Action Plan of the Platform. This evaluation also goes along the new directions stipulated in the OIE Sixth Strategic Plan (2016 – 2020), which puts greater emphasis on result-based performance measurement.

The overarching objective of the evaluation is to provide (i) OIE authorities (General Assembly; Council; Bureau of the regional Commission for Europe) and Management (OIE Director General, Deputy Directors General and Heads of Departments and Regional Representations of the Region), (ii) current and future donors, and (iii) Platform members and stakeholders with a reasoned and analytical assessment of the initiative as a basis to guide its future development.

2. SCOPE OF THE EVALUATION

The evaluation will assess the implementation across the Europe region of the first Action Plan and of the second Action Plan as currently under way. It will review both technical activities carried out as well as the general management and functioning of the OIE AW Platform. While concrete outputs will be assessed to measure short and medium-term results, the OIE recognises that the long term impact on the improvement of animal welfare may prove difficult to assess at this stage as (i) several activities were conducted recently, (ii) a pre-requisite for improvement at national level is the design of modern animal welfare legislation that usually requires from 2 to 5 years, (iii) behavioural changes take time and (iv) animal welfare is complex and a multifactorial issue.

3. OBJECTIVES OF THE EVALUATION

The evaluation aims at:

- i. **Assessing the effectiveness and the efficiency of the first and second action plans of the OIE AW Platform to date.** The effectiveness of the activities of the OIE AW Platform will be measured based on the general and specific objectives of the platform. The assessment of the efficiency will be measured in relation to time delivery and cost efficiency.
- ii. **Providing recommendations for the preparation of the third Action Plan,** identifying areas of further improvements both in terms of effectiveness and efficiency as well as management, scope and monitoring of activities.

4. EVALUATION QUESTIONS

The overarching evaluation questions will be finalised and expanded as part of the inception phase of the evaluation.

Questions to be answered include:

- To what extent was the OIE AW Platform effective in implementing the Action Plans?
 - *Have all the activities of the OIE AW Platform planned in the first and second action plan been actually implemented?*
 - *How well have the planned activities reached their intended outputs?*
- To what extent have the activities of the OIE AW Platform been performed efficiently with regards to the funds, human resources and time delivery?
 - *Was the funding and the human resources available adequate with the planned activities? If not, which factors contributed to limit the resources made available to the OIE platform?*
 - *Were available resources efficiently exploited?*
 - *To what extent was the funding appropriately planned, implemented and monitored, and which are the factors influencing the timely and full use of funds?*
 - *Were the planned activities delivered on time? If not, which factors contributed to delay the planned activities?*
- 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 and in particular how they have contributed:

- *To improve the compliance with OIE standards in the Region and especially in Eastern European Member Countries?*
- *To raise awareness and achieve a high level of understanding of animal welfare in the Europe region?*
- *To progressively advance with the implementation of the OIE standards on animal welfare?*
- *To encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process?*
-
- To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?
 - *Are the current priority topics consistent with regional needs?*
 - *Are the current activities consistent with the objectives?*
 - *Is the current indicators framework appropriate to monitor and report impact?*

5. EVALUATION METHODOLOGY

a. METHODOLOGICAL APPROACH

The First Platform Action Plan contains a set of already well-identified indicators of impact (overall Plan) and results (activities). However, for the impact, there was no baseline study to measure progress after three years of operation.

The evaluation will be principally based on information obtained:

- from document review (preliminary documents are listed in Annex 1);
- through in-person interviews;
- through phone/videoconference interviews with selected stakeholders and partners, as listed in annex 2;
- through consultation of selected beneficiary countries (OIE Delegates and National Focal Points on Animal Welfare) of the Platform activities;
- through consultation of representatives of business operators' organisations, civil society and experts from the beneficiary countries.

For budget constraints, travel to the field will be limited; the evaluation structure will be the following:

- a preparatory phase, to finalise the evaluation TORs and schedule (through a kick-off video-conference workshop with the OIE);
- a desktop review, which should ensure the delivery of an inception report to ensure understanding of the context and alignment with the TORs. An interim meeting (video-conference) will be scheduled before entering the next phase.
- an interview and analysis phase, which should ensure the delivery of a draft report to be circulated for comments to relevant stakeholders, including donors. Interviews will be conducted through phone or video-conference;
- the finalisation of the report, incorporating comments deemed appropriate and developing, along with the finalised report, a short summary of main findings in presentation format (e.g. PowerPoint).

English will be the working language for written report and oral presentations / discussions.

b. STAKEHOLDERS AND CONSULTATION PROCESS

The main interlocutors for the evaluation will be the major stakeholders and persons who are either directly or indirectly involved in the Platform activities, namely:

- Selected beneficiary countries in Europe and the corresponding key stakeholders in those countries such as business operators and civil society concerned;
- OIE Council Members and Bureau of the Regional Commission for Europe
- OIE senior management and Headquarter staff
- OIE AW Platform Secretariat
- OIE AW Platform donors
- Members and Observers of the Platform Steering Group
- Others as needs arise.

An indicative list of persons to be consulted is proposed in Annex 2.

6. EVALUATION PROCESS MANAGEMENT AND RESPONSIBILITIES

The evaluation will be managed by the OIE Headquarters jointly with the OIE AW Platform Secretariat, responsible for the conduct of the evaluation process (i.e. identifying the Evaluation Expert, finalising the methodology with the latter, and organizing the work) as well as for the delivery of the final report (i.e. quality control of the draft and final reports according to agreed-upon criteria). They will also either assist or advise the Evaluation Expert with administrative, logistical and financial issues relevant to the Evaluation. The OIE AW Platform Secretariat will provide technical and operational input to the Evaluation Expert during the evaluation process, ensuring access to all documentation, sources of data and information, coordinating comments on the draft report and preparing a consolidated management response to the evaluation.

The Evaluation Expert will be responsible for co-developing the methodology and conducting the evaluation. In consultation with the OIE, the Evaluation Expert will be free to review and expand the evaluation questions as well as to develop their own evaluation tools and framework, within the available timeframe and resources. The Evaluation Expert is responsible for providing all deliverables according to the agreed-upon structure within the validated schedule.

The OIE Director General will be responsible for ensuring the dissemination of the evaluation and its management response.

7. EVALUATION TEAM COMPOSITION AND QUALIFICATIONS

The Evaluation Expert shall have had no previous direct involvement in the management or delivery of the OIE AW Platform, and should respond to the following minimal requirements:

- Proven experience (at least 5 years) in evaluating projects at regional or international level;
- Experience in evaluating multi-donor programmes;
- Strong analytical and research skills (document review, ability to synthesize solid evaluative findings out of raw evidence);
- Excellent command of written and spoken English;
- Excellent communication skills both orally and in writing;
- Working experience in evaluations related to the veterinary sciences and institutional strengthening, in particular to animal welfare related issues (not limitative but considered as important asset);
- Working experience in the Balkans and West Eurasia countries will be considered as an asset.

8. EXPECTED DELIVERABLES AND SCHEDULE

a. PLANNING AND IMPLEMENTATION SCHEDULE

It is envisaged that the assignment will last 15 working days and take place over November 2018 – March 2019 at the latest.

Dates	Task	Expected working days
15.10.18	Call for Expression of Interest for the evaluation expert	--
By 16.11.18	Kick-off meeting	0.5
By 17.12.18	Background documentation review	4
By 17.12.18	Inception report	
By 25.01.19	Stakeholder consultations	8
By 08.02.19	Draft report ready for circulation*	
By 04.03.19	Final report and presentation format presented to OIE	1.5

* *Relevant stakeholders, including donors, will be given a minimum of one working week to provide comments on the draft report.*

b. EXPECTED DELIVERABLES

This should follow the main evaluation phases as described under **5.1 Methodological approach**. General deliverables are provided below.

1. **Revised Evaluation Schedule:** this will include a revised schedule of planned activities as well as for the development of the report (validation of the structure, draft report submission, final report submission, comments integration).
2. **Inception Report:** based on the desktop review, this should include a detailed definition of the scope, a refined list of target stakeholders to interview and a detailed evaluation matrix of the evaluation questions, including the proposed source of data and relevant collection methodology. A reviewed schedule of activities and deliverables should be included, as well as a preliminary report structure.
3. **First draft of the Final Report (draft report):** the draft report will be reviewed to ensure compliance with the evaluation TORs and circulated for comments among key stakeholders. The evaluation expert will be in charge of incorporating all relevant comments and suggestions.
4. **Final Report:** the final report will be prepared in English, following the validated structure (provide more detail if necessary), and provide evidence in response to the evaluation questions and in line with the evaluation TORs. It will include a set of recommendations to guide the development of the third Action Plan and, depending on time constraints, a set of straightforward and effective output and impact indicators. Major findings should also be provided in the form of a comprehensive PowerPoint presentation.

ANNEX 1 – PROVISIONAL LIST OF DOCUMENTS

1. OIE AW Platform Concept Note
 2. OIE AW Platform First Action Plan (2014-2016)
 3. OIE AW Platform Second Action Plan (2017-2019)
 4. OIE AW Platform Advocacy Document
 5. OIE AW Platform Steering Committee minutes
 6. OIE AW Platform Activity Reports (SDB1; SDWE1; etc)
 7. Donor Reports (World Animal Health and Welfare Fund)
 8. OIE AW Platform website
 9. OIE Sixth Strategic Plan
 10. OIE Global Website (animal welfare portal)
- All the documentation will be provided by the OIE AW Platform Secretariat.

ANNEX 2 – LIST OF STAKEHOLDERS TO INTERVIEW**OIE senior management and Headquarters**

Dr Monique Eloit
Dr Alain Dehove
Standards Department: Dr Gillian Mylrea; Dr Leopoldo Stuardo
World Fund Unit: Ms Emily Tagliaro; Ms Ingrid Contreras-Arias

Members of the OIE Council and the Bureau of the Regional Commission for Europe

Council: Dr Christiane Bruschke;
Bureau: Dr Ulrich Herzog

Platform Secretariat

Dr Fabien Schneegans; Dr Tomasz Grudnik

Platform donors

European Commission: Dr Eva Zamora; Dr Denis Simonin; Dr Stanislav Ralchev
Ireland: Dr Martin Blake
France: Dr Clara Marcé
Switzerland: Dr Jennifer Saurina

Members and Observers of the Platform Steering Group

Countries: Spain (Dr Teresa Villalba); Turkey (Dr Visal)
OIE: Dr Budimir Plasvic
IZSAM Teramo: Dr Paolo Dalla Villa; Mrs Barbara Alessandrini
ICFAW: Alexandra Hammond-Seaman

Selected beneficiary countries in Europe

Belarus, Former Yug. Rep. of Macedonia, Georgia, Greece, Kazakhstan

Others, as needs arise

Platform key stakeholders: FVE; Eurogroup for animals; Four Paws; EuCBV; FAO
Trainers: Dr Rastislav Kolesar;
Previous Platform Secretariat: Dr Nadège Leboucq

ANNEX 2 – EVALUATION MATRIX

Evaluation questions	Data to be collected	Data collection methods and tools	Data analysis
EQ1. To what extent was the OIE AW Platform effective in implementing the Action Plans?			
1.1. Have all the activities of the OIE AW Platform planned in the first and second action plan been actually implemented?	Platform's specific areas of work and approaches for contribution towards Action Plans' objectives.	-Desk/literature review of relevant documents	1. Map a theory of change to identify the logic, sequence of events and assumptions behind the Platform and Action Plans
1.2. How well have the planned activities reached their intended outputs?	Progress towards achievement of intended objectives (including a list of indicators chosen and those used for reporting, baselines, targets; and status	-Semi-structured interviews with relevant stakeholders	2. Problem analysis of underlying challenges 3. Stakeholders analysis 4. Analysis of indicators in the Action Plans 5. Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute).
EQ2. To what extent have the activities of the OIE AW Platform been performed efficiently with regards to the funds, human resources and time delivery?			
2.1. Was the funding and the human resources available adequate with the planned activities? If not, which factors contributed to limit the resources made available to the OIE platform?	Linkages between specific interventions (individual activities) and Platform / AP objectives	-Desk/literature review of relevant documents	Triangulate data collected from various sources and means.
2.2. Were available resources efficiently exploited?	Analysis of available financial resources / funding mechanisms and capacity for Platform implementation (and evidence of their provision):	-Semi-structured interviews with relevant stakeholders	
2.3. To what extent was the funding appropriately planned, implemented and monitored, and which are the factors influencing the timely and full use of funds?	1. Measures to ensure efficient use of resources 2. Operational and financial delivery modalities		
2.4. Were the planned activities delivered on time? If not, which			

factors contributed to delay the planned activities?			
EQ3. 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 and in particular how they have contributed:			
3.1. To improve the compliance with OIE standards in the Region and especially in Eastern European Member Countries?	<p>Key factors affecting performance and implementation (typology of key factors to be created, e.g.):</p> <ul style="list-style-type: none"> • Degree of alignment with national priorities / European standards • Platform design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators) • Use of partnerships (incl. government, civil society) • Measures to ensure efficient use of resources • Operational and financial delivery modalities • Capacity of partner institutions / beneficiary countries • M&E capacity 	Semi-structured interviews/ with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the “why” and factors that influence or impede effectiveness;	<p>1. Completion of a template of ‘factors’ with analysis of ‘strength of influence (extent the factors affect ability to achieve its objectives)’</p> <p>2. Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes);</p>
3.2. To raise awareness and achieve a high level of understanding of animal welfare in the Europe region?			
3.3. To progressively advance with the implementation of the OIE standards on animal welfare?			
3.4. To encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process?			
EQ4. To what extent are the current activities, scope and monitoring framework relevant to the needs of the region?			
4.1. Are the current priority topics consistent with regional needs?	<p>Linkages between specific Platform /AP activities and other interventions (complementarity)</p> <p>Platform design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators)</p>	<p>-Desk/literature review of relevant documents</p> <p>-Semi-structured interviews with relevant stakeholders</p>	<p>1. Contribution analysis against assumptions;</p> <p>2. Triangulate data collected from various sources and means.</p>
4.2. Are the current activities consistent with the objectives?			
4.3. Is the current indicators framework appropriate to monitor and report impact?			

ANNEX 3 – LIST OF PERSONS INTERVIEWED

#	Stakeholder	Organisation or Country	Title
OIE Management and Staff			
1.	Dr Monique Eloit	OIE Headquarters	Director General
2.	Dr Alain Dehove	OIE Headquarters	Director of Finance
3.	Dr Leopoldo Stuardo	OIE Headquarters	Chargé de mission, Animal Welfare – Standards Department
4.	Ms Ingrid Contreras-Arias	OIE Headquarters	Project Officer, World Fund Unit
5.	Dr Tomasz Grudnik	OIE SRR Brussels	Animal Welfare Specialist
6.	Dr Fabien Schneegas	OIE SRR Brussels	Sub-regional Representative
7.	Dr Budimir Plasvic	OIE RR Moscow	Regional Representative
8.	Dr Djahne Montabord	OIE RR Moscow	Technical Assistant
9.	Dr Nadège Leboucq	OIE	Chargée de mission, previous Platform Secretariat
OIE Governance Bodies			
11.	Dr Ulrich Herzog	Austria	Vice-president, Regional Commission for Europe
Platform Donors			
10.	Dr Stanislav Ralchev	European Commission	Administrator - Seconded Official
11.	Dr Martin Blake	Ireland	Chief Veterinary Officer
12.	Dr Clara Marcé	France	Head of the Bureau for Animal Protection
13.	Dr Jennifer Saurina	Switzerland	Advisor, International Affairs
Platform Steering Group Members			
14.	Dr. Teresa Villalba	Spain	Head of Cooperation Sector, SG of Livestock Products, DG of Productions and Agricultural Markets
15.	Dr Visal Kayacic	Turkey	Veterinary officer, Animal Health and Quarantine Dept. General Directorate of Food and Control, Ministry of Agriculture and Forestry
16.	Dr Paolo Dalla Villa; Mrs Barbara Alessandrini	IZSAM Teramo	Head of Human-Animal Relationship and Animal Welfare Laboratory Head of International Centre for Veterinary Training and Information
17.	Ms Alexandra Hammond-Seaman	International Coalition for Animal Welfare	Chair
Beneficiary Countries			
18.	Dr. Dimitar Terzievski	Republic of North Macedonia	Deputy Head, Department of Animal Health and Welfare
19.	Dr. Lasha Avaliani	Georgia	OIE Delegate
20.	Dr. Katerina Marinou	Greece	Head of the Animal Welfare for Farm and Laboratory Animals' Division

ANNEX 4 – INTERVIEW PROTOCOL

All interviewees were asked generic questions relating to:

- Name, location, contact details
- Position and relationship with the platform
- Agreement to be cited as key informant in the evaluation report

Beneficiary Countries	
0. GENERAL QUESTIONS	
0.1.	How much are you aware of the Platform? (e.g. do you know about its objectives, beneficiary countries, etc.) Since when have you been involved with the Platform? In what capacity?
0.2.	To what extent are you aware of the operational modalities of the Platform (e.g. how decisions are made, who makes them)?
0.3.	To what extent are you aware of the funding mechanism of the Platform? In your opinion, what are funding modalities should OIE explore for future Action Plans?
0.4.	Do you think that the communication (visibility) of the Platform is satisfactory (emails, website, other)?
1. RELEVANCE	
1.1.	Do you feel that the activities respond to your needs? Which activities in particular? How did you communicate your needs to the Platform?
1.2.	Were the activities your participated in commensurate with your capacity? (e.g. did you have enough resources human and material to carry out the activities? Or was it difficult to cope?)
1.3.	Do you think the objectives set for the activities your participated in were realistic? (e.g. was the level too difficult or not enough?) Could you please explain?
1.4.	Please provide any other comment you think is relevant.
2. EFFICIENCY	
2.1.	Do you think that the way the activities were organized contributed to achieving the expected results? What worked well? What could be improved?
2.2.	What is your opinion overall about the quality of activities (venue, organization, information, logistics, etc.)? What aspects would require improvement? Why?
2.3.	Were there any delays with regard to the activities you were involved in and if so how were the handled? Could you please explain?
2.4.	Did you feel that the feedback you provided at the end of an activity was considered for any future similar activities? How so?
2.5.	Please provide any other comment you think is relevant.
3. EFFECTIVENESS	
3.1.	If you participated in several activities over a longer period of time, did you feel any progress as compared to the start of the activities? If yes, what?
3.2.	In your opinion, was the quality of the outputs delivered to you satisfactory (e.g. were the trainers or visiting experts good, quality of training materials)? What worked best in your opinion? What could be improved? Please give examples.
3.3.	Can you say that the Platform activities contributed to some change in the sector of your activity (policy, law, communication, practice?) Which sector in particular? How?
3.4.	Please provide any other comment you think is relevant.
4. IMPACT	

- 4.1. Do you think that the activities so far have helped to improve compliance with OIE standards in your sector of activity? If yes, how so? What activities were particularly relevant?
- 4.2. Do you think that the activities so far have helped to raise awareness and achieve a high level of understanding of animal welfare in your region? If yes, how so? Could you name the activities that were particularly relevant?
- 4.3. Do you think that the activities so far have helped to progressively advance with the implementation of the OIE standards on animal welfare? If yes, how so? Could you name the activities that were particularly relevant?
- 4.4. Do you think that the activities so far have helped to encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process? If yes, how so? Could you name the activities that were particularly relevant?
- 4.5. Any other achieved or expected impacts you think are a result / likely to be a result of the activities and you would like to share?

Members and Observers of the Steering Group

0. GENERAL QUESTIONS

- 0.1. How much are you aware of the Platform? (e.g. do you know about its objectives, beneficiary countries, etc.) Since when have you been involved with the Platform? In what capacity?
- 0.2. To what extent are you aware of the operational modalities of the Platform (e.g. how decisions are made, who makes them)?
- 0.3. To what extent are you aware of the funding mechanism of the Platform? In your opinion, what are funding modalities should OIE explore for future Action Plans?
- 0.4. Do you think that the communication (visibility) of the Platform is satisfactory (emails, website, other)? Do you think that your donor contribution is properly acknowledged and made visible?

1. RELEVANCE

- 1.1. Do you think that the objectives of the Action Plan respond to the beneficiary countries' needs? Which activities in particular? How do countries communicate their needs to the Platform?
- 1.2. Do you think the activities reflect the objectives of the Action Plan?
- 1.3. Are the activities commensurate with the capacity of the beneficiary countries? (e.g. are the resources human and material necessary to carry out the activities taken into account at the time of planning?)
- 1.4. Please provide any other comment you think is relevant.

2. EFFICIENCY

- 2.1. Do you think that the way the activities are organized contributed to achieving the expected objectives of the AP? Which activities in particular? How so?
- 2.2. How does the funding mechanism impact the implementation of the Platform AP? For example, the fact that each donor has a specific sector that it funds or other conditions attached to the funding?
- 2.3. Do you think that the feedback you provide to OIE is considered for future activities?
- 2.4. How do you perceive collaboration with the OIE staff / platform secretariat staff? Regularity of communication? Their availability? Any other aspects?
- 2.5. What is satisfactory? What would you consider as best practice?
- 2.6. What is unsatisfactory? What can be done to improve this?
- 2.7. Please provide any other comment you think is relevant.

3. EFFECTIVENESS
3.1. If you have been involved in the Platform work since the beginning or over a longer period of time, did you think progress has been achieved?
3.2. In your opinion, is the quality of the outputs delivered by the Platform satisfactory? Which ones in particular? What could be improved?
3.3. Can you say that the Platform activities contributed to some change in the sector of your activity (policy, law, communication, practice?) Which sector in particular? How?
3.4. Please provide any other comment you think is relevant.
4. IMPACT
4.1. Do you think that the activities so far have helped to improve compliance with OIE standards in your sector of activity? If yes, how so? Could you name the activities that were particularly relevant?
4.2. Do you think that the activities so far have helped to raise awareness and achieve a high level of understanding of animal welfare in the beneficiary countries? What worked well? What could be future avenues to explore? Why or why not?
4.3. Do you think that the activities so far have helped to progressively advance with the implementation of the OIE standards on animal welfare in the beneficiary countries? How so?
4.4. Do you think that the activities so far have helped to encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process? If yes, how so?
4.5. Any other achieved or expected impacts you think are a result / likely to be a result of the activities and you would like to share?

OIE Staff
0. GENERAL
0.1. What specific role do you play in the Platform? (e.g. managing on a daily basis, providing overall supervision, etc.) How long have you been performing those tasks?
0.2. To what extent are you aware of the operational modalities of the Platform? (e.g. how decisions are taken, who takes them)?
0.3. To what extent are you aware of the funding mechanism of the Platform? In your opinion, what are funding modalities should OIE explore for future Action Plans? (e.g. partnerships with other organizations working in the AW sector?)
0.4. How does the Platform acknowledge the support from donors? Do you think that the communication (visibility) of the Platform is satisfactory (emails, website, other)?
1. RELEVANCE
1.1. Do you think that the objectives of the Action Plan respond to the beneficiary countries' needs? How does the Platform assess countries' needs? What are the consultation mechanisms in place? What is the frequency? What works best? What could be improved?
1.2. Do you think the activities reflect the objectives of the Action Plan? How are activities selected?
1.3. Are the activities commensurate with the capacity of the beneficiary countries (e.g. are the resources human and material necessary to carry out the activities taken into account at the time of planning)? How does the Platform adjust to the level of capacities? How so? Why or why not?

1.4. Please provide any other comment you think is relevant.

2. EFFICIENCY

2.1. Do you think that the way the activities are organized contributed to achieving the expected objectives of the AP? What worked best? What could be improved?

2.2. What is your opinion overall about the quality of activities (venue, organization, information, logistics, etc.)? Were there any delays? What were the reasons? How did the Platform deal with them?

2.3. How do you perceive collaboration with the beneficiary countries? How do you receive feedback? How does the Platform deal with feedback from beneficiary countries?

2.4. What is satisfactory? What would you consider as best practice?

2.5. What is unsatisfactory? What can be done to improve this?

2.6. Please provide any other comment you think is relevant.

3. EFFECTIVENESS

3.1. If you have been involved in the Platform work since the beginning or over a longer period of time, did you think progress has been achieved? How so?

3.2. Can you say that the Platform through its activities has contributed to change in the sectors of activity (policy, law, communication, practice?) Which sectors? What worked well? What could be improved?

3.3. Please provide any other comment you think is relevant.

4. IMPACT

4.1. Do you think that the activities so far have helped to improve compliance with OIE standards in the beneficiary countries? Do you think the Platform's indicators reflect improvements? Why / why not? How can the Platform look at impact aspects in the future?

4.2. Do you think that the activities so far have helped to raise awareness and achieve a high level of understanding of animal welfare in the beneficiary countries?

4.3. Do you think that the activities so far have helped to progressively advance with the implementation of the OIE standards on animal welfare in the beneficiary countries?

4.4. Do you think that the activities so far have helped to encourage the participation of Member Countries of the OIE Regional Commission for Europe in the OIE standard setting process?

4.5. Any other achieved or expected impacts you think are a result / likely to be a result of the activities and you would like to share?

ANNEX 5 – LIST OF DOCUMENTS CONSULTED

Platform Documents

- OIE - Concept Note: Proposed action to support OIE Member Countries in Eastern Europe in the implementation of the OIE standards on animal health and welfare. (Final version endorsed during the 81st OIE General Session in May, 2013)
- OIE - OIE Platform on Animal Welfare for Europe Action Plan for 2014 - 2016 (Version April 4)
- OIE - OIE Platform on Animal Welfare for Europe Action Plan for 2017 - 2019 (Version 6 April 2016)
- OIE – 2015 – Advocacy Document: The Three-Year Action Plan of the OIE Platform on Animal Welfare for Europe (2014 – 2016)

- OIE – 2015 - OIE Platform on Animal Welfare for Europe Newsletter
- OIE – 2016 - OIE Platform on Animal Welfare for Europe Newsletter
- OIE – 2017 - OIE Platform on Animal Welfare for Europe Newsletter

Activities

- OIE – Executive Summary - Awareness Day on the Welfare of Working Equids for West Eurasia countries
- OIE – 2018 -Draft Concept Note - Role of Veterinary Services on Animal Welfare in natural disasters - For a Pilot Approach on natural disaster preparedness for Balkan countries

External Documents

- OECD. 1991. DAC Principles for Evaluating Development Assistance
- OECD. 2010. Quality Standards for Development Evaluation. Available at
- <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

ANNEX 6 – SURVEY RESULTS

1. INTRODUCTION

This survey was carried out to provide complementary information to the data collected through desk review as well as remote and face-to-face interviews, which, due to time constraints, could not be carried out with all stakeholders. This survey was used to gather feedback and opinions on the relevance, effectiveness, efficiency and results of the Animal Welfare Platform for Europe from additional key informants.

The survey targeted the following areas:

- Respondent profile and relation with the Platform
- Awareness of the Platform
- Relevance of activities, including alignment with regional needs and capacities
- Quality of activities and continuous improvement
- Impact, including on compliance with OIE standards and awareness raising
- Lessons learnt

2. METHODOLOGY

The survey was sent to stakeholders identified as:

- Beneficiary countries that could not be interviewed
- Steering Group members and observers who were not interviewed
- Platform stakeholders and partners who were not interviewed

The survey was made available online, in English and Russian, from 7 March to 22 March 2019. It was sent to the 53 countries of the OIE Europe region (49% response rate) as well as to 19 stakeholders (31% response rate) and received a response rate of 44% overall.

Main limitations identified include:

- The limited response rate from Beneficiary Countries and from other stakeholders of the Platform, including regional and national groups.
- Some respondents had not participated to any platform activities and/or were new to the Platform; they rated activity-related questions low due to lack of sufficient exposure to give an opinion.

3. RESULTS

a. RESPONDENT PROFILE

In total, 31 key informants responded to the survey. Figure 1 shows the respondents according to their relationship with the platform, which includes Steering Group members (6), Steering Group observers (2), Beneficiary countries (16), partner organisations (3), donors (1), and other stakeholders (3), e.g. representatives of the private sector industry.

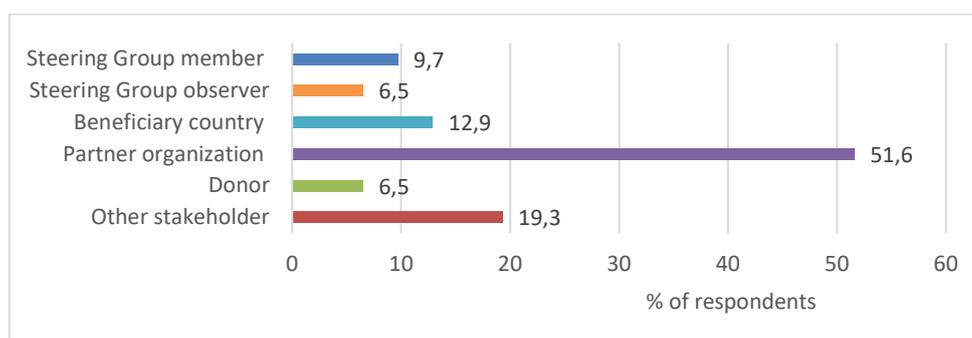


Figure 1 – Respondent profiles

Overall, the following countries and partners responded:

Countries

- Armenia
- Belgium
- Croatia
- Cyprus
- Denmark
- Germany
- Hungary
- Iceland
- Kyrgyzstan
- Latvia
- Malta
- Montenegro

- Norway
- Portugal
- Principality of Liechtenstein
- Republic of North Macedonia
- Romania
- Serbia
- Slovakia
- Slovenia
- Sweden
- Turkey
- The United Kingdom

Partners

- AnimalhealthEurope
- Copa-Cogeca
- European Federation of Animal Health Services
- FVE
- International Fund for Animal Welfare
- World Animal Protection

b. AWARENESS AND KNOWLEDGE OF THE PLATFORM

Figure 2 below shows the respondent's knowledge of the Platform, including its objectives, who its beneficiaries were etc. Fifteen respondents (approx. 48%) felt that they were very much aware of the Platform, while 13 (approx. 42%) indicated that they were only moderately aware and 3 (approx. 10%) that they were very little aware of the Platform. Out of these, one respondent highlighted being newly appointed to the position of Delegate as a reason for his lack of awareness.

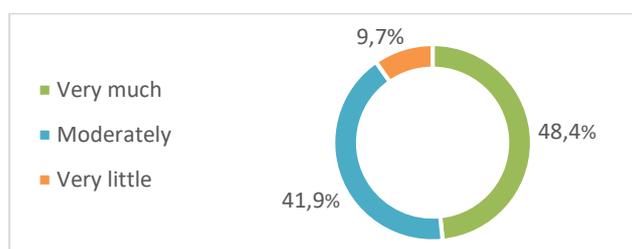


Figure 2 – How much are you aware of the Platform?

c. RELEVANCE OF ACTIVITIES

i. Alignment with regional needs

As regards alignment with priority needs, Figure 3 shows that 13 respondents (approx. 41%) indicated that the Platform's activities met their needs, while 15 respondents (approx. 48%) felt that the Platform only responded to their needs to some extent, and 3 (approx. 10%) indicated that it did not.

Comments from respondents having answered "To some extent" or "No" highlighted the difficulty for all platform activities to respond to the different national needs across the region.

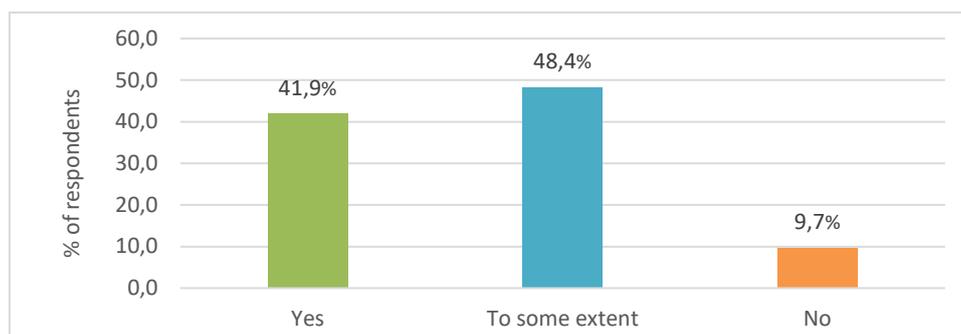


Figure 3 – Do you feel that the activities of the Platform respond to your needs?

ii. Suitability in regard to national capacity

Figure 4 shows that, when asked if activities were consistent with the capacities of beneficiaries in terms of human and material resources, 14 respondents (45%) replied positively, while 13 respondents (42%) felt that activities were consistent with capacities only to some extent, and 4 (13%) indicated that they were not. Among the latter, half (2 respondents) indicated that they had not participated in activities, while the other two respondents highlighted lack of staff to work on animal welfare topics as a major issue. One respondent highlighted language difficulties for Russian-speaking countries to fully benefit from trainings delivered in English as a concern.

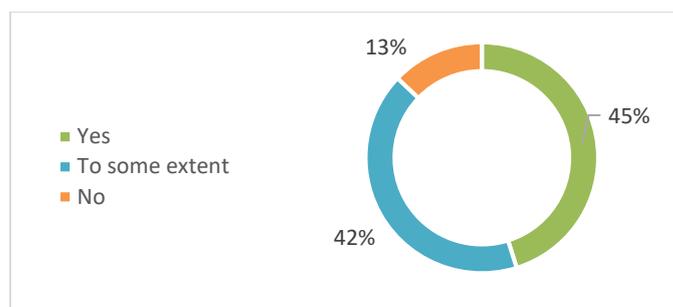


Figure 4 – Were the activities you participated in appropriate with your capacity?

d. QUALITY OF ACTIVITIES

i. Overall quality of activities

As shown in Figure 5, 22 respondents (71%) indicated that the overall quality of activities was high, while 8 (approx. 26%) felt the quality was medium and 1 (approx. 3%) that it was low. The latter indicated that they had never participated in any activity, and comments from respondents having answered "Medium" also highlighted their participation to a limited amount of activities as a limit to form an opinion.

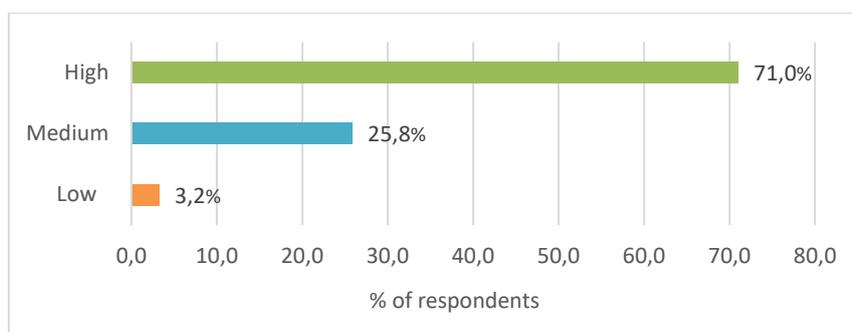


Figure 5 - What is your opinion overall about the quality of activities?

ii. Continuous improvement

Figure 6 shows that 19 respondents (approx. 61%) felt that the feedback they had given had been taken on board for future activities, while 8 (approx. 26%) felt it had only been taken into account to some extent. Two respondents (6,5%) felt that it had not been taken into account and two did not answer.

Among respondents having answered "Yes", comments noted that they felt their input was welcomed and helpful in the development of future planning and that their comments had been well received.

Respondents having answered "No", as well as two respondents having answered "Some" noted that the question was either not applicable or that they had never participated in activities.

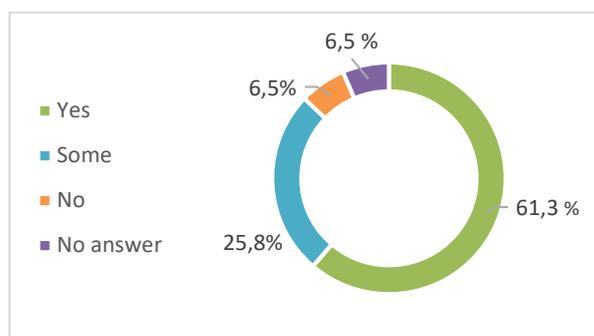


Figure 6 - Did you feel that the feedback you provided to the Platform at the end of activities was considered for any future similar activities?

e. IMPACT AND RESULTS

i. Compliance with OIE animal welfare standards

As shown in Figure 7, 19 respondents (approx. 61%) felt that the Platform activities had helped to improve compliance with OIE animal welfare standards, while 11 respondents (approx. 36%) indicated that the activities had been helpful only to some extent and 1 (approx. 3%) that it was not.

The respondent having answered "No" commented that they had never participated in activities. Three respondents also highlighted that evidence of practical improvement was difficult to gain.

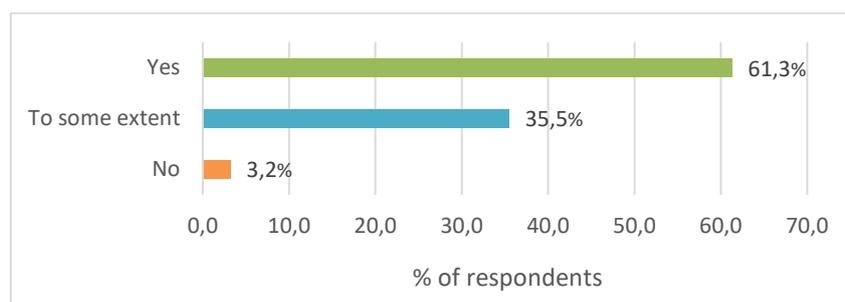


Figure 7 - Do you think that the activities so far have helped to improve compliance with OIE animal welfare standards?

ii. Awareness and understanding of animal welfare

Figure 8 shows that 27 respondents (approx. 87,1%) felt that the Platform activities had helped to raise awareness and promote a better understanding of animal welfare, while 3 respondents (approx. 10%) indicated that the activities had been helpful only to some extent and 1 (approx. 3%) that it had not.

The respondent having answered "No" commented that they had never participated in activities. One respondent highlighted the need to better introduce the platform and its activities.

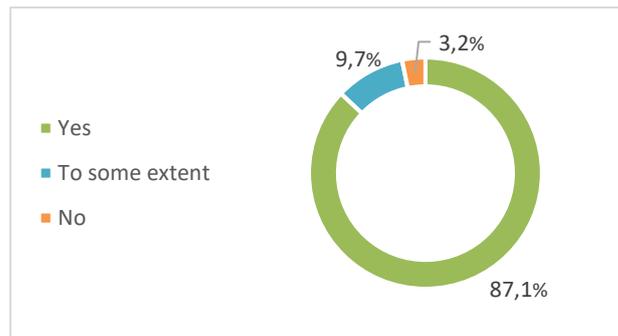


Figure 8 - Do you think that the activities so far have helped to raise awareness and a better understanding of animal welfare?

f. LESSONS LEARNT

i. Best practices

Respondents were asked what they considered to be the best practices of the platform, based on activities they had participated in so far. Answers covered both topics and approaches that respondents appreciated the most about the Platform.

In terms of topics, 9 (29%) and 6 (19%) respondents respectively highlighted stray dog population management and long-distance transport as the main topics of interest.

In terms of approaches, 4 respondents (13%) indicated that access to information and spreading of awareness yielded the best results, as did the use of practical cases and training. Three respondents (10%) underlined the importance of the possibility to exchange with peers, while the same proportion of respondents underlined the sustainable approach of training of trainers as a best practice.

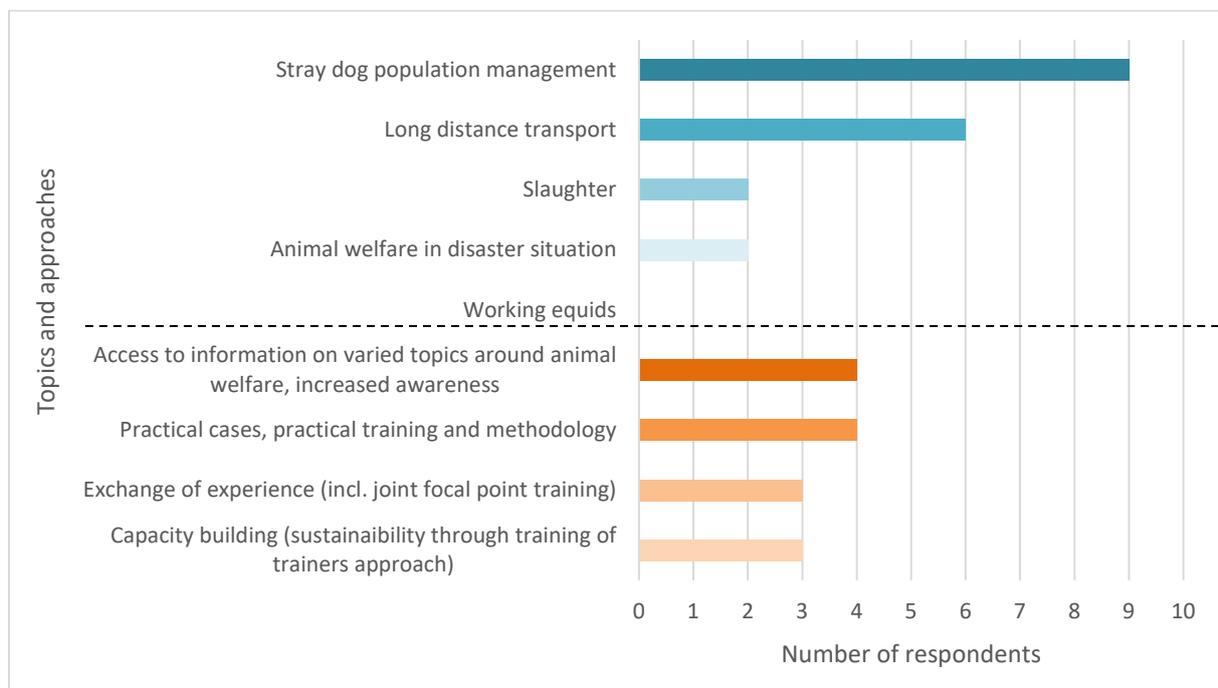


Figure 9 - What do you consider to be best practice of the Platform based on the activities you participated in so far?

ii. Suggestions for the future of the Platform

In response to an open question call for suggestions to be considered in the future for the Platform, comments ranged from topics, to types of activities, to Platform management approaches and included:

Topics

- Transport (3 respondents)
- Slaughter (2 respondents)
- Working equids; online sale of companion animals; tools to raise awareness; animal welfare in zoos; sea transport; use of animals in research and education; farming practices (1 respondent each)

Activity types

- Increased practical training (2 respondents)
- Increased opportunities to meet, participation of focal points to the Animal Welfare Forum, follow-up on recommendations from the first whole journey scenario workshop, develop guidelines on companion animals (1 respondent each).

Platform management

- Enhanced communication (3 respondents)
- Focus on current priorities (2 respondents)
- Request opinion of all countries in the region to define the way forward; include more activities also applicable to EU Member Countries; ask workshop participants for expectations and accommodate these in the activities (1 respondent each).

4. COMMENTS FROM RESPONDENTS

All elements which could indicate the respondent's identity were eliminated.

Question 2. How much are you aware of the Platform? (e.g. do you know about its objectives, beneficiary countries, etc.)

Response	Comments
<i>Very much</i>	Our organisation is very grateful that the OIE is working so well with us. We have regular talks and meetings in particular with the OIE's Brussels office.
<i>Moderately</i>	Knowledge based on the information on the platforms website
<i>Very little</i>	As I am new in the position of chief veterinary officer, I don't know much by now.

Question 3. Do you feel that the activities of the Platform respond to your needs?

Response	Comments
<i>Yes</i>	As a stakeholder organisation, we are not directly targeted by the Platform's activities. It is of course more for the veterinary services. Nevertheless, I considered activities in the area of animal transport as very important and I communicated a lot about them. We need to demonstrate that many actions are ongoing in order to improve AW and that the right people are involved (which is the case here).
<i>To some extent</i>	It supports our international animal welfare work programme well. We would value in a near future to tackle <i>Chapter 7.8. Use Of Animals In Research And Education</i> which is of more relevance to our sector. Stray dogs and welfare of working equids are not relevant problems in our country. Transport and slaughter of animals are performed according to the EU regulations.

	<p>However, we do support activities to lift awareness and solve challenges within these fields in Europe.</p> <p>In our country we had one project "Be my hero" and training for trainers for animal welfare in slaughterhouses and during the transport and I am not sure we had other activities through this platform.</p> <p>Countries' priorities and animal welfare problems are in different areas, sometimes there may be incompatibility with the activities of the platform.</p>
<i>No</i>	<p>They are more oriented for non EU members</p> <p>The needs are not mine but the needs of the beneficiary countries</p>

Question 4. Were the activities you participated in appropriate with your capacity? (e.g. did you have enough resources human and material to carry out the activities? Or was it difficult to cope?)

Response	Comments
<i>Yes</i>	<p>Well, we were asked to give a talk, and on top of that about an issue that we know very well. That was not so difficult. But I can imagine that other activities to be organised by the authorities are much more demanding in terms of human resources and funding.</p> <p>The last activity I participated on was a focal point training and all worked well.</p>
<i>To some extent</i>	<p>Language was often a problem = Russian speaking countries with difficulties in English</p> <p>We have not yet participated in any activity from the Platform</p>
<i>No</i>	<p>I never participated in the OIE platform activities</p> <p>Not relevant, did not participate</p> <p>In our country, we had only two persons who are employed in department for animal welfare</p> <p>In our country, there is not enough staff working on this issue. Therefore, while the platform proceeds running to complete the 3-year action plan, we are trying to walk behind it.</p>

Question 5. What is your opinion overall about the quality of activities (venue, organization, information, logistics, etc.)?

Response	Comments
<i>High</i>	<p>There was always great opportunity to network</p> <p>I have to focus on the workshop, which was well organised.</p> <p>For the activities in which we participated</p> <p>I know that organizations can be realized with the financial contributions of the members.</p>
<i>Medium</i>	<p>We have not yet participated in any activity from the Platform</p> <p>I lack sufficient detail to comment on detailed aspects, however overall the activities appear to be delivering the objectives agreed</p> <p>Not enough knowledge for an opinion</p>
<i>Low</i>	<p>Never participated in one activity</p>

Question 6. Did you feel that the feedback you provided to the Platform at the end of activity was considered for any future similar activities?

Response	Comments
<i>Yes</i>	<p>I feel that my input at the steering group was welcomed and helpful in the development of future planning</p> <p>I had the feeling that my comments and suggestions had been well received. It remains to be seen, however, if they will fit into any future activities. I have not been informed about any follow-up workshop actually taking place.</p> <p>Social networks are always helpful</p>
<i>Some</i>	<p>We have not yet participated in any activity from the Platform</p> <p>Difficult to answer as we didn't participate in any concrete activities as non were directly linked with our core business</p>
<i>No</i>	<p>Not applicable</p> <p>Never participated in one activity</p>

Question 7. Do you think that the activities so far have helped to improve compliance with OIE animal welfare standards?

Response	Comments
<i>Yes</i>	<p>The answer is given from our perspective and the feeling I got from participation in seminars and global conferences (e.g. Moldova 2017, Mexico 2016)</p> <p>I presume, but I have no evidence or indications.</p> <p>For activities which we had.</p>
<i>To some extent</i>	<p>I do not have full detail for each activity but understand they are helping target countries to make good progress with understanding and implementing OIE standards</p> <p>Difficult to answer as we didn't participate in any concrete activities as non were directly linked with our core business</p> <p>As I am based in the European Union, our members have to follow the EU legislation, which is in compliance with the OIE Code. If the EU provision were to be violated, we would not regularly check if the OIE Code would still be followed or not. I think, however, that the discussion about the topic has raised awareness for particular problems and initiated common efforts to find a solution.</p> <p>Awareness has been raised. Difficult to know if any practical improvements have been made</p>
<i>No</i>	<p>Never participate in one activity</p>

Question 8. Do you think that the activities so far have helped to raise awareness and a better understanding of animal welfare?

Response	Comments
<i>Yes</i>	<p>The answer is given from our perspective and the feeling I got from participation in seminars and global conferences (e.g. Moldova 2017, Mexico 2016)</p> <p>For activities which we had.</p>

<i>To some extent</i>	<p>As I am based in the European Union, our members have to follow the EU legislation, which is in compliance with the OIE Code. If the EU provision were to be violated, we would not regularly check if the OIE Code would still be followed or not. I think, however, that the discussion about the topic has raised awareness for particular problems and initiated common efforts to find a solution.</p> <p>The platform and its activities need to be introduced more.</p>
<i>No</i>	Never participate in one activity

Question 9. What do you consider to be best practice of the Platform based on the activities you participated in so far? (e.g. what did you like most about the Platform activities?)

<ul style="list-style-type: none"> - Explanation of OIE rules, practical training on animal welfare, exchange of experience with other countries - The events, which I have participated in, covered in sufficient depth topics appropriate from an animal welfare point of view - Stray dog population management and the welfare of animals in disaster situations - Управление популяцией бродячих собак Наземная перевозка животных Убой животных - Activities on stray dogs - activities on long distance transport - Best practice of the platform in which I participated so far is the ToT on slaughter and transport of animals and raising awareness campaign on responsible dog ownership - The Whole Journey Scenario Workshop and the Stray Dog Activities - For the non EU countries the stray dog be his hero campaign - Practical cases that were discussed on the field (horses in stables) - The activities undertaken by the Platform are of high-level (quality content, organization, diplomacy), sustainable and relevant to meet the goal and objectives. I would stress that the sustainability aspect (e.g. ToTs) is paramount and best practice. - Activities for Welfare of animals in disasters - Work on companion animals - controlling stray dog populations - Promotion of Animal Welfare in the European region - Increasing awareness and knowledge of animal welfare and the OIE animal welfare standards, and increasing the capacity of National Veterinary Services. - The focal point training is the only activity I have been part of to date so difficult to comment on the applied ones, but I thought the joint focal point training was a great opportunity to discuss and interact with colleagues on welfare improvements and implementation, adding value to our roles as focal points - The welfare of animals during long distance transport - Test case on transport of horses with sharing information of contact points at borders - OIE regional workshops, different seminars, meetings with colleagues, exchange of experience - I only participated the "whole journey" AW Workshop, which I liked very much. - I have only been at one meeting yet. The main activity and focus was on increased focus on welfare of equids and information to school classes regarding taking care of a pet - Training of trainers
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- Preparing uniform posters and leaflets on stray dog population management to assist countries was successful. It was very helpful. Also our country did not participate but the preparation of scenarios and training on animal welfare in long-distance transportation is also a nice application.
- Вопросник/анкета, методы выявления случайной выборки количество бродячих собак.

Question 10. What would you suggest for future Platform activities (e.g. what could be improved?)

- More practical training on animal protection that really increase the knowledge of the participants
- Continued focus on awareness and advancing implementation of OIE standards. As new OIE aw standards are adopted they should be in focus. Newsletters distributed to all national focal points.
- On line selling of pet animals including dogs and trade of pet animals
- Стандарты по убою животных
- Tools to raise awareness on African swine fever
- I think that raising awareness campaign on animal welfare on working equids is needed especially in western Balkan countries
- Implementation of the recommendations from the first whole journey scenario workshop
- Development of guidelines for keeping of companion animals (for example dogs, horses) for countries of the European Union
- Even more practical cases, so the venue in the neighbourhood of animal holdings
- More activities regarding animal welfare during transport.
- I would suggest going deeper rather than broader. This means focusing on the existing priorities under the two action plans, instead of adopting new ones (unless human resources or funds allow for expansion).
- Animal Welfare in zoo
- The activities of the OIE platform should include all the European countries. In that context, I would purpose, that OIE, makes a survey in order to orientate the activities taking in consideration the opinions of all OIE Members. It would be important to plan the work in accordance with the problems faced by the different members and the suggestion that may arise from this survey. For example, taking in consideration our reality, I suggest to orientate the work to the sea transport of animals, improving the communication between import and export countries.
- We have not yet participated in any activity from the Platform
- More opportunities for national focal points for Animal Welfare to meet in order to share good practices
- Further training activities to embed animal welfare in the practices of National Veterinary Services.
- Focal points could be invited as observers to the animal welfare forum in the same way we are to the OIE GS as this is relevant to our roles and would help us to understand the wider OIE issues and discussions outside government fora
- More space could be dedicated to EU members state
- We would value in a near future to tackle *Chapter 7.8. Use of Animals In Research And Education* which is of more relevance to our sector. Also: include a real health dimension in the discussions around welfare (health is a precondition to welfare)
- Workshop on animal welfare during transport from EU third countries
- The only thing that I deplore is the fact that the final report of the workshop has not yet been sent to us, nor has it been published.
- Ask workshop participants up front, what they expect, and try to accommodate these expectations
- Farming of sheep and cattle and homeless cats and dogs

- Continue the good work in cooperation with donors. More animal friendly transport and slaughtering of animals will be very important issues for a long time
- I need to be better informed about activities
- The duration of action plans can be extended. Because it cannot be completed.
- Улучшить гуманное отношение к животным согласно рекомендациям МЭБ

Question 11. Please leave any other comment you may find relevant

- Thanks to OIE and experts for their work to enhance our knowledge on animal welfare which we are trying to organize in our countries, it is very important for us.
- OIE platform during its activities share the knowledge on the animal welfare and increases the awareness of the importance of the protection of animals and the role of veterinary services.
- The work of the platform should be more visible, to the NFP's on AW and to other relevant stakeholders as well, it is difficult to find relevant info on the OIE website at the moment
- More activities regarding animal welfare during transport.
- We would be glad to be in more close contact with the OIE Animal Welfare Platform for Europe
- The Platform has been well organized and the Action Plans are a key element to ensure that the Regional Animal Welfare Strategy is effectively implemented.
- Circulating minutes with key bullets of OIE platform steering group meetings to all welfare focal points would be a great way of keeping everyone up to date and engaged. This survey is a great first step! Thank you for the opportunity to comment and input into this initiative and will be very happy to help and support future ones.
- Thank you for the initiative and having set up a platform for the welfare of animals in Europe. Please keep it. If such platforms don't exist outside Europe you might consider developing them, and in the longer run have exchanges of good practice between platforms around the world.
- This platform is less relevant for compliance with OIE AW standards in certain countries. However, it is very important that countries with good systems can help other countries to set and achieve their goals of animal friendly and sustainable animal production systems
- It will be useful to give more information about the platforms and activities, and activities that cannot be realized and financial constraints during the General Assembly meeting or during the meeting of the OIE European representative in order to inform the delegates.
- Разработано проекты законов "Об эпизоотическом благополучии" , "О защите животных"

ANNEX 7 – ACTION PLAN RESULTS REVIEW

Action Plan I

Activities as stated in AP I	Timeline as stated in AP I	Activities as reported	Timelines as reported
1. Development of website of the OIE Regional Platform on Animal Welfare for Europe	Year 1, Q2- Q4	Done	Y 1, 2, 3
2. Launching of the (interim) website	Year 1, Q3	-	-
3. Updating of the website	On-going	On-going, permanent activity	On-going, permanent activity
4. Translation of documents in Russian language	On-going	On-going, permanent activity	Y, 1, 2, 3
5. Organisation of the first workshop on stray dog population control for the Balkan countries	SDB1 - Year 1, Q2	Regional stray dog Roadmap for Balkan countries (11 countries), including the elaboration of a self-assessment tool, country self-assessment and national stray dogs reports, 2 technical workshops, an Awareness Campaign	Y 1, 2, 3
6. Organisation of the second workshop on stray dog population control for the Balkan countries	SDB2 - Year 3, Q2		
7. Organisation of an awareness campaign on stray dogs	Year 2; Q1		
8. Organisation of the first workshop on stray dog population control for the West-Eurasian countries	SDW1 - Year 2, Q3	Regional stray dog Roadmap for West Eurasia (8 countries), including one technical workshop, country self-assessment	Y 2, 3
9. Organisation of transport and slaughter trainings	Year 2; Q1 and Q2	ToT Workshop on transport and slaughter (2) – 12 countries trained; cascading effects (updated legislation; updated veterinary core curriculum; national workshops; awareness of private business operators)	Y2
10. Organisation of transport training	Year 3, Q1 and Q2	ToT Workshop on long distance transport (1) for Kazakhstan and Ukraine, including training modules elaboration; cascading effects	Y3
11. Governance activities of the Platform, including meetings of the Steering Group and Newsletters	On-going	Steering Committee meetings (7); Stakeholders consultation meetings (2); Newsletters (2) and Advocacy document (1)	Y 1, 2, 3

Action Plan II

Activities as stated in AP II	Timeline as stated in AP II	Activities implemented to date	Timeline to date
Maintenance and upgrading of the website of the OIE Regional Platform on Animal Welfare for Europe	Y 1, 2, 3	On-going	Permanent activity
Translation of documents in Russian language	Continuing	On-going	Permanent activity
Organisation of regional workshops on stray dog population control			
Second workshop for the West Eurasian countries	Year 1, Q3	Stray Dog Regional Roadmap for West Eurasia – 2 nd workshop to monitor progress	September 2018
Third Workshop for the Balkan countries	Year 2, Q2	Regional Roadmap for Balkans, 3 rd workshop to monitor progress	June 2018 in Serbia
Third workshop for the West Eurasian countries	Year 3, Q3		
First workshop for the Russian and neighbouring countries	Year 2, Q4		
Organisation of workshops on transport and slaughter of animals			
First ToT Workshop in selected Balkan countries	Year 2; Q1 / Q2	1 ToT Workshop for Balkan countries	Oct.– Dec. 2017 in Macedonia, Albania, Bosnia-Herzegovina
Second ToT Workshop in selected Balkan countries	Year 3; Q1 / Q2		
Regional seminar for selected Balkans countries (red meat and poultry)	Year 3, Q2		
Regional seminar for selected Russian-speaking countries (poultry)	Year 2, Q3	3 ToT Workshops for Belarus, Kazakhstan, Russia and Ukraine	Feb. 2017, June 2017, Sept. 2017
Development of a selfassessment and monitoring Tool on slaughter	Year 1		
Organisation of workshops on long distance transport of animals			
Second ToT Workshop for selected Russian speaking countries (Belarus)	Year 1; Q1 and Q2		
Third ToT Workshop for selected Russian speaking countries (Russia)	Year 1; Q3 / Q4		

Regional seminar for Russian speaking countries	Year 2; Q1	Regional seminar for eight Central Asia and Caucasus countries 46 experts from eight Central Asia and Caucasus countries were trained on long distance transport and joined the regional experts' network on transport.	March 2018 in Moldova
Whole journey scenario Workshop (Europe pilot)	Year 1; Q3 / Q4	First Whole Journey Scenario for Europe	April 2018 in Poland
Whole journey scenario Workshop involving European and Middle-East countries	Year 2; Q2		
Organisation of simulation exercises on disaster management and risk reduction in relation to animal health and welfare and veterinary public health			
First exercise for selected Balkan countries (flooding)	Year 2; Q3	Disaster Management for Balkan countries	November 2018 in Italy
Second exercise for selected Eastern Europe countries	Year 3; Q3		
Organisation of an awareness campaign on the welfare of working equids for Central Asia countries - depending on a regional priority assessment	Year 2		
Organisation of webinars			
On disaster management and risk reduction	Year 2, 3 per year		
On the welfare of working equids	Year 3, 3 per year	1 Awareness day for West Eurasia countries	September 2017 in Uzbekistan
Stakeholders coordination activities: annual consultation meeting of the Platform stakeholders	Year 1, Year 2, Year 3		
Governance activities of the Platform	meetings of the Steering Group, 2 per year	2 Steering Group + 1 stakeholder meetings in 2017; 2 Steering Group + 1 stakeholders' meetings in 2018	2017 and 2018
Redaction of annual Newsletters and Advocacy Documents	Newsletters - end of each year Advocacy – as needed		
Evaluation of the second Action Plan	-	The current evaluation is the only evaluation that has been carried out so far and covers AP I and AP II (to date)	Y3