

**Ex-post Evaluation  
of the STDF Project  
STDF/PG/350**

**Global Phytosanitary Manuals,  
Standard Operating Procedures  
and Training Kits Project**

**Evaluation Report  
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External Evaluation by

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## Abbreviations

AGDI	Assistant Director-General
AGP	FAO's Plant Production and Protection Division
CABI	Center for Agriculture and Bioscience International
CDC	Capacity Development Committee (of the IPPC)
CIHEAM	International Center for Advanced Mediterranean Agronomic Studies
COLEACP	Comité de liaison Europe-Afrique-Caraïbes-Pacifique
COPE	Centre of Phytosanitary Excellence, based in Nairobi, Kenya
CPM	Commission on Phytosanitary Measures
EQ	Evaluation Question
EWG	Expert working group; in this project referring to the EWG on Capacity Development (EWG-CD) established in 2010 by the IPPC
FAO	Food and Agriculture Organization of the United Nations
IAGPRA	International Advisory Group on Pest Risk Analysis
IC	Implementation and Capacity Development Committee (IC)
ICD	Implementation and Capacity Development
IFU	Implementation Facilitation Unit (of the IPPC)
IPP	International Phytosanitary Portal (of the IPPC)
IPPC	International Plant Protection Convention
IRSS	Implementation Review and Support System (IPPC)
ISPM	International Standards for Phytosanitary Measures
LDC	Least Developed Country
LTO	Lead Technical Officer
LTU	Lead Technical Unit
MAST	Multi-Agency Support Team
NPPO	National Plant Protection Organization
NRO	National Reporting Obligations
NTMs	non-tariff measures
OIE	World Organization for Animal Health
PCE	Phytosanitary Capacity Evaluation
P-IMA	Prioritizing SPS Investments for Market Access
PRA	Pest Risk Analysis
RASFF	Rapid Alert System for Food and Feed
RPP0	Regional Plant Protection Organization
SMART	Specific Measurable Achievable Reasonable Time Bound
SOP	Standard Operating Procedure
SPS	Agreement on the Application of Sanitary and Phytosanitary Measures of the WTO
STDF	Standards and Trade Development Facility
ToC	Theory of Change
UNCTAD	United Nations Conference on Trade and Development
USA	United States of America
USD	United States Dollar
USDA	United States Department of Agriculture
WTO	World Trade Organization

## 1. Executive summary

Project Name	Global Phytosanitary Manuals, Standard Operating Procedures and Training Kits Project (STDF/PG/350)		
Implementation Agency	International Plant Protection Convention(IPPC)	Total Project Value	822 000 USD
Project Description	Development of a stable foundation of internal systems for plant health in developing countries which will improve ability for productive trade relationships and, by extension, food security.		
Project start date	01 Feb 2012	Project start date	31 July 2015
Evaluator	Karsten Weitzenegger Consulting	Total Evaluation Value	9 000 USD
Evaluation start date	01 Jul 2018	Evaluation end date	31 Dec 2018

This evaluation report provides an independent assessment of the project's performance, based on a detailed review and analysis of the project's reports, interviews and surveys. It highlights key lessons across project design, implementation and management. Capacity development takes time. This evaluation is only a snapshot of the multilateral efforts.

The relevance of the project was high for all stakeholders. However, the project was designed to primarily suit the priorities and strategies of the IPPC Community at the global level. There was a need for universally applicable technical resources (guides, training kits and fact sheets, here summarized as "manuals") for capacity development on the International Standards for Phytosanitary Measures (ISPMs). The project design assumed that national willingness and resources exist to take on the responsibility. The developing country NPPOs as final beneficiaries were not directly addressed.

The project was effective for the part of the planned output of global manuals. The project produced an electronic library of Phytosanitary Guides and training materials for the first time, which is public good now. This was a groundbreaking achievement for IPPC. In general, the guides are comprehensive and well edited. They make the specific IPPC terms understandable. They have a glossary, links to ISPMs and more material as well as some didactical questions.

However, this only leads to impacts if action at national level was induced. The implementation came short on the outcomes. The use of the manuals was not systematically monitored. The project did not state that the use of the manuals would be monitored but it did state that information on the manuals should be disseminated. The IPPC Secretariat believes that adequate efforts were made to disseminate information on the manuals (for example at annual CPM meetings and IPPC Regional Workshops, several training Courses, the PCE facilitators training, SPS side events, the IICA training, etc.)

The IPPC now can provide endorsed resources to facilitate the implementation of its standards, but the IPPC Secretariat lacks outreach at country level. Individual technical experts from the IPPC Capacity Development Committee contributed valuable knowledge and resources, but at the same time the Committee was weak in steering the project and did not effectively link back to the regions and countries as expected. Strategic partnerships and technical assistance are needed to ensure that the resources are introduced and used at in developing countries. The project's contribution to the higher-level objectives of the STDF cannot be clearly traced. Only a few cases of use with attribution to the project are evident. There is no measurable impact in terms of better market access, improved domestic SPS situations or poverty reduction.

The production process of manuals was efficient. In principle, the project intended a cost-saving approach by making a call for already existing resources and mobilizing contributions from technical experts. The implementation benefited from expertise made available through the IPPC network, FAO and other phytosanitary experts. Phytosanitary experts world-wide dedicated volunteer time to assist in developing the manuals and other materials.

IPPC has proven to maintain the level of results by publishing more and better manuals, but not in delivering the output at beneficiary level. Without changes it will not be able to do more than that. Beyond manuals, the capacity development function of IPPC Secretariat is lacking resources and mandate. The project laid a cornerstone of the Capacity Development strategy for IPPC. The project laid a cornerstone of the Capacity Development strategy for IPPC. How this is carried out depends on decisions and resources beyond this project.

The IPPC Secretariat suffers from similar sustainability problems as the NPPOs in developing countries. They have high staff turnover, difficulties in recruiting suitable technical experts, weak access to decision making and the financial resources are insufficient. If budget is limited, IPPC focusses on standard setting, which is its core mandate under the WTO SPS Agreement. The IPPC Secretariat has learned from the implementation of the project and in result uses guiding principles for the development of IPPC implementation and capacity development guides and training materials also for future work.

At all levels, policy decisions for proper investments in SPS infrastructure are needed. For many developing country NPPOs, the lack of appropriate investments in capable staff seems to be the main limitation to their capacity.

As a lesson learnt, the IPPC can only have impact in standards implementation when working with FAO and/or other strategic partners on the ground. The IPPC was not able to disseminate the knowledge resources sufficiently. It is distant from the NPPOs and not well positioned to monitor outcomes.

Another lesson learnt was that a knowledge sharing tool needs resources to moderate and maintain it. Ongoing projects should consider the risk of website discontinuation. Furthermore, it was observed that NPPOs hesitate to communicate their problems and needs openly to IPPC. There should be a trigger mechanism to call IPPC for a rapid response.

Based on the findings and conclusions, the evaluation formulates recommendations to the IPPC Secretariat and the Implementation Committee as well as to the STDF and the wider donor community. The stakeholders addressed should consider and give management feedback on these recommendations.

The IPPC Secretariat should follow-up on the project outcomes. IPPC should continue to identify opportunities to promote use of the manuals, and to translate technical resources into other languages. IPPC should stop efforts to recover the website "[www.phytopsanitary.info](http://www.phytopsanitary.info)" as a historic version. The contributed resources are largely recovered and should be published in a virtual library again. In the reorganization of the Phytosanitary resources page, consider a sustainable solution for future knowledge exchange. The IPPC should focus on reestablishing trust and momentum with the knowledge community that contributed so actively in the project. The new solution for knowledge exchange should be technically and financially stable. The IPPC Secretariat should further strengthen its project implementation and IT capacities, or contract the project implementation to others.

The Implementation Committee (IC) should consider the use of manuals as a matter of priority, before embarking on developing additional materials. This requires strategic partnerships between IPPC and organizations on the ground, and continued monitoring. The manuals/guidelines should be made part of IPPC's overall outreach strategy. Instead of creating more guides, consider combining the IPPC related content in a comprehensive Procedural Manual, which is updated regularly. Use the IPPC National Phytosanitary Capacity Development Strategy and the draft IPPC Strategy 2020-2030 as the basis for the development of a new implementation and capacity development strategy. A Phytosanitary Capacity Development Training Tool for NPPOs should be based on a conceptual framework for individual, institutional and system transformation. Give voice to the demand side for directing support to the needs of the NPPOs in developing countries. The postgraduate training course at CIHEAM Bari is successfully piloted and can be adapted to demands by NPPOs. IPPC should offer a "helpdesk" to questions and demands from the developing countries. The IC should further strengthen its steering capacities for results-based projects. The implementation partnership with FAO should be more continuous and in both directions, also to understand local needs, context and planning for sustainability. The participation of developing countries in the IC must be permanently financed from core funds.

The STDF should streamline activities and partnerships for its contribution to the Sustainable Development Goals (SDGs). STDF can make a difference in supplementing domestic efforts in building trade capacity, and SDG 8 contains a specific target for countries to increase support under the Aid for Trade initiative. As many NPPOs face budget constraints, the use of STDF's Prioritizing SPS Investments for Market Access guides might complete the IPPC set of manuals, to offer support an evidence-based approach to inform and improve SPS planning and decision-making processes. The STDF Virtual Library should continue to feature the resources produced by the project as well as links to other information systems and databases.

The wider donor community should be aware that changes and investments are needed to boost effectiveness and sustainability of the Phytosanitary Infrastructure at all levels. Donors can support the sector reforms and should invest more in multilateral solutions to the global SPS challenges. South-South and triangular cooperation can be effective for supporting developing country NPPOs.

## 2. Introduction

### Policy context and institutional environment

The International Plant Protection Convention (IPPC) Secretariat facilitates the development of International Standards for Phytosanitary Measures (ISPMs) which are adopted by the Commission on Phytosanitary Measures. For plant health, the international standards, guidelines and recommendations developed under the auspices of the Secretariat of the IPPC in cooperation with regional organizations operating within the framework of the IPPC are recognized in the WTO SPS agreement and the agreement also encourages its members to harmonize their national phytosanitary measures with these international standards, guidelines and recommendations.”

In developing countries, the National Plant Protection Organizations (NPPOs) face many challenges such as lack of trained staff, weak information systems and operational procedures. These gaps lead to weak phytosanitary systems, which are unable to effectively protect plant resources from pests and diseases. It also leads to increased trade costs and delays, e.g. issuance of phytosanitary certificates for export.

According to the project proposal, over 70 developing countries had undertaken Phytosanitary Capacity Evaluations (PCEs) before 2012. In many developing countries, the principal weakness identified was the lack of documented procedures for all aspects of the management of national phytosanitary systems. One issue identified is a chronic lack of capacity to develop documentary procedures in core areas such as import verification, export certification and plant pest surveillance. This gap limits access to international markets.

In March 2011, the STDF Working Group approved the project application STDF/PG/350.<sup>1</sup> On 17 January 2012, the WTO (administrative host of the STDF) signed an implementation assignment with the FAO defining the terms and conditions for implementation of this project by the IPPC Secretariat, hosted by the FAO. The STDF contribution to the project amounted to USD 672 000. A parallel supervisory component was established in project MTF/GLO/368/STF with IPPC in-kind contribution. The total project value was USD 822 000. The STDF Working Group granted two no-cost extensions of in total 18 months.

The project was formally submitted by Côte d'Ivoire, Jamaica, Malaysia and Sudan, and seconded by five more countries and several technical resource persons. Due to its global scope, applicants requested the IPPC to implement it on their behalf. The IPPC Secretariat appointed a Lead Technical Officer. The IPPC Capacity Development Committee (CDC) had oversight of the project. The CDC is comprised of technical representatives from the seven FAO regions. The CDC acted as a steering committee for the project, regularly reviewing the work plan and timeline. Strategic direction and decisions taken by the steering committee related to project implementation, including selection of the resources to be developed, experts for drafting and dissemination channels. The CDC also acted as a project technical committee, as it technically assessed contributed resources for suitability and peer reviewed new resources during development. The CDC met face to face in its capacity as the project steering committee on nine occasions and held teleconference meetings twice during intervals.

### Summary of the project objectives

The overall programme goal of the STDF is increased capacity of developing countries to implement international SPS standards, guidelines and recommendations and hence ability to gain and maintain market access.

The immediate objective of the project was to enhance the capacity of developing country NPPOs to implement the IPPC and International Standards on Phytosanitary Measures (ISPMs) by providing internationally accepted technical resources, such as manuals, operational procedures and training kits.

The expected result at impact level was to enhance the global capacity in protecting plant resources from pests and diseases. The use of technical resources by IPPC contracting parties, and in particular in developing countries, should stabilize their national plant health systems; enhance their capacity to meet their international obligations. Institutional capacity in these areas helps to maintain and expand the access to international markets and support national import and export certification programmes. The Logframe matrix (see Annex 4) included two indicators to measure outputs.

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<sup>1</sup> [www.standardsfacility.org/PG-350](http://www.standardsfacility.org/PG-350)

Table 1: Logframe matrix of STDF/PG/350

Result level	Objectives	Indicators
Impact	Production and trade losses due to plant pests reduced	Increase of export share of plant products by developing countries (GDP/GNI agriculture [plants and plant products] including forestry)
Outcomes	The capacity of developing country NPPOs to manage national aspects of the plant health system is enhanced	Reduction of rejections of consignments on phytosanitary grounds (percentage) Countries reporting through the International Phytosanitary Portal (IPP) quarantine pest outbreaks improved by year 2 Increase in the number of positive reports made by Contracting Parties indicating improved implementation of IPPC and ISPMs
Outputs	Internationally accepted set of manuals, Standard Operating Procedures (SOPs) and training kits produced and promoted amongst IPPC contracting parties.	Indicator 1: Availability on the IPPC portal for immediate downloading of at least 20 documents by end of year two.  Indicator 2: Number of procedures, kits and manuals adapted and utilized by contracting parties by year 2 of the project.

The project planned the following major activities.

- 1 Implement management procedures, oversight and strategic milestones for the project
- 2 Identify a priority list for materials to be produced
- 3 Identify, collect and review existing materials
- 4 Elaborate materials for which no valid equivalent exists, on priority topics
- 5 Promote the use of technical resources produced

This project was undertaken in three phases. Phase I included the collection and comprehensive review of all contributed resources, where stakeholders contributed over 300 resources, with 54% of diagnostic protocols, 27% of pest information, 8% of manuals and guides and 11% of various other plant health resources. Phase II addressed a needs assessment and gap analyses by the IPPC Secretariat and the Capacity Development Committee (CDC) to determine areas where resources were not currently available. Phase III covered the development and testing of resources for NPPOs identified as high priority in Phase II.

As a first step, the IPPC Secretariat collected existing technical resources through a global call. The CDC analyzed the usefulness, relevance and compatibility of the submitted materials, which were designed to support and strengthen plant health regulatory institutions. The collection of these resources was published on a website "Phytosanitary Resources" ([www.phytosanitary.info](http://www.phytosanitary.info)), facilitating online access.

Secondly, the CDC examined areas where the development of new resources would be useful. This examination was based on: (i) the needs identified in the application of the Phytosanitary Capacity Evaluation (PCE) Tool in over 70 developing countries; and (ii) a survey carried out within the IPPC's Implementation Review and Support System (IRSS). The survey, which targeted all IPPC contracting parties, gathered information on successes, challenges, and capacity gaps in the implementation of ISPMs.

#### Objective of the evaluation

The objective of this independent ex-post evaluation is to:

- verify whether the project achieved the objectives set out in the project document;
- identify if the project contributed to any of the higher level objectives of the STDF identified in the logical framework attached to the STDF Medium Term Strategy, including the possible linkage and contribution to the Sustainable Development Goals (SDGs) ;

- identify key experiences, good practice and lessons of interest to the beneficiaries of the evaluated project, as well as to STDF Working Group members and development partners more broadly (including for future STDF programme development).

The evaluator was not involved in the project and confirmed his independence to carry out the project evaluation. The ToRs are documented in Annex 1.

### 3. Methodology

The evaluation is based on a Theory of Change and uses a mix of quantitative and qualitative methods. The Evaluator relies on the OECD DAC principles on impartiality and independence, credibility, usefulness, participation of all relevant stakeholders. In terms of utility, feasibility, fairness and accuracy, he is committed to the standards of his evaluation society DeGEval<sup>2</sup>.

The terms of reference for the evaluation provided guidance on the methodology to be used. An Evaluation Framework that defines the methodology and approach was approved by STDF. An analytical grid helped to cover each Evaluation Question with at least two instruments to assure triangulation of findings (See Annex 2). Survey questions were formulated along the Evaluation Questions, but customized for each respondent group.

Sources of information were the project files and manuals provided by STDF and IPPS and secondary literature (see Annex 4). Content analysis of available documentation was commissioned at the beginning of the evaluation to provide preliminary material for the conduct of the evaluation and to highlight issues to be covered in the evaluation, in addition to those included in the terms of reference. The analysis covered all available project documents and meeting minutes, manuals, kits and eLearning courses. The website analysis of phytosanitary.info (see Annex 6) was done by using the Google Analytics tools and secondary online tools.

Contact persons for this evaluation were selected in close consultation with STDF and IPPC Secretariats. Interviews with IPPC Secretariat and FAO Staff were held in Rome from 15 to 18 October 2018. The evaluator held a number of teleconferences and mail conversations with key informants that could not be visited (see list in Annex 3).

A Survey of NPPO and IPPC focal points in developing countries was conducted via Google Forms using the addresses provided by IPPC. Out of 146 countries contacted, 18 Contact Points and 7 other NPPO officers responded to the quick survey. Two of four applicant countries did not reply. The detailed survey results are in Annex 7.

The validity and reliability have certain limitations. The response rate was low, correlates with the low visibility of the project at NPPO level. IPPC staff and the participating experts remembered the project well and gave very detailed answers which show the contribution of the project. At FAO at large and among the NPPOs, however, the project itself was not visible and hardly identified. The observed change in phytosanitary capacity cannot always be attributed to the project. The survey of NPPOs returned many invalid addresses and some comments, that no-one remembers the project or that staff have changed completely. An additional 9 NPPOs sent mails explaining reasons for not responding, mostly related to staff change. Some confirmed interest to take part in the project.

Without having the Phytosanitary Resources page online, the evaluation was not able to refer to the page itself. User stats from Google Analytics were analyzed, but are quantitative only and do not show the quality of usage. Those users who work with the documents do not download them every day from IPPC: For example, some NPPOs downloaded the manuals once and kept them on their Intranet (local computers and network) for reference and translation.

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<sup>2</sup> <https://www.degeval.org/en/home/>



## 4. Findings and analysis

This section analyses the findings grouped by evaluation criteria, including references to evidence and an analysis for each evaluation question.

### 4.1 Relevance

Relevance increasing factors	Relevance reducing factors
<ul style="list-style-type: none"><li>○ The global importance of plant protection for agriculture, nutrition and trade.</li><li>○ The need for endorsed training material on the global IPPC standards.</li><li>○ The consensus that capacity development on trade related SPS is needed.</li><li>○ The project contributed to narrow the knowledge gap, which was identified in IPPC's Capacity Development Strategy 2010-2017.</li></ul>	<ul style="list-style-type: none"><li>○ Ambitious tendencies for objectives and activities in the IPPC Secretariat after implementation of the project commenced without increasing the scope of analysis and the budget.</li><li>○ Weakness in effective outreach to the national levels.</li><li>○ Lack of detailed needs-analysis and involvement of stakeholders at regional and national level.</li></ul>

#### Relevance to the SPS related needs of the beneficiaries

The project responded to the identified needs of the beneficiaries. In a first review of Phytosanitary Capacity Evaluations (PCE) for several countries, a consultant reported to the IPPC governing body that documented procedures were a principal weakness of the contracting parties. Following to this, IPPC discussed an implementation programme, in which key components were emphasized, among which were technical manuals for supplementing the adopted standards of the IPPC. Several phytosanitary experts then contributed to the IPPC Capacity Development Strategy, which was adopted in 2010. This strategy suggested filling the gap through the provision of technical resources particularly in the form of manuals.

The PCE is aligned with the National Phytosanitary Capacity Building Strategy of the IPPC from 2012. "To reach "improved understanding of implementation requirements of specific standards", this strategy aims to "develop manuals; guidelines; factsheets; capacity needs assessment tools for implementing specific standards". It does, however, not specify which standards are to be covered.

The two risks finally identified as medium in the Project Document were potential criticism by the Commission on Phytosanitary Measures and "absence of national will". Assumptions in the LogFrame, even for the overall objective, were "resources, both financial and personnel" and "national willingness to take on the responsibility". This approach sees main stakeholders and beneficiaries as risks. If "decision-makers are sensitized on the importance of providing sufficient resources, both financial and personnel to NPPOs" is identified as a risk, the project should have dealt with this problem first.

Prior to 2008, the IPPC engaged in technical assistance (TA) through the FAO technical assistance programme. The FAO TA was a country demand driven programme. While centralized, many technical officers were involved, all of whom would provide the concerned countries with appropriate TA. This resulted in a mix of approaches, a mix of priorities and a mix of results. In terms of the projects undertaken, a variety of manuals (technical resources) were produced. However, these resources varied in terms of quality and scope. They had to be edited to align with IPPC principles, standards and language. In addition, these products were not immediately or readily known to the IPPC Secretariat unless there was direct involvement of IPPC staff. Thus, the collection and harmonization of technical resources was a logical step towards renewing the IPPC Capacity Development strategy.

#### Value added of this project compared to other support programmes

The project was the essential step to have endorsed capacity development material on the IPPC Standards, which did not exist before. The project filled a crucial gap at the IPPC Secretariat and provided to its contracting parties a set of technical resources that is fully compliant with the IPPC principles, language

and linked closely with the IPPC standards and the text of the IPPC convention itself. In other words, the set of resources made available to contracting parties is fit-for-purpose.

As the Convention defines, dispute avoidance between contracting parties is the major task for the IPPC Secretariat. The IPPC Secretariat works with contracting parties to engage with others in whom they are in potential technical conflict to clarify the nature of the issue and then look for informal actions that can resolve the situation at an early stage.

The IPPC National Capacity Development Workplan 2012 included “Development of IPPC core training materials” as a key activity (ST1/01/A1.3). This Workplan has several key indicators to measure outputs, which are, however, not reported on. The Workplan included many activities to improve technical assistance delivery of the IPPC Secretariat. It is quite complete, but lists 81 different activities without giving priorities or timeframes. All activities need to be financed by “donors”.

International Standards for Phytosanitary Measures (ISPMs) exist since 1951, but had no guidance for meeting them. Each country used its own informal ways to interpret the standards. The IPPC Convention specifies that public officers must be technically qualified (Article V), but does not provide detail on this. The Standards have an explanatory addendum, but it does not facilitate learning.

### Consideration of stakeholder demands

The IPPC Secretariat developed and formulated the project. The STDF Secretariat provided comments and suggestions, prior to tabling the project for consideration by the STDF Working Group, and made suggestions on further adjustments (as requested by the Working Group, following its approval in principal).

According to the IPPC Secretariat, it started with a simple idea of listing existing training manuals (“to get the low hanging fruits.”). The project budget was planned for the output of 20 manuals/guidelines developed. The project became more ambitious after implementation started. The IPPC Secretariat – in all its enthusiasm – took on lots of additional work (see below: the project “overachieved” on its outputs), for which the financial resources were not available. Thus, the promotion of the use of manuals by NPPOs was neglected.

The project was developed inclusively relying on the expertise of the IPPC Expert Working Group on Capacity Development inputs. The EWG-CD was comprised of one expert from each of the FAO recognized regions. The EWG-CD then became the Capacity Development Committee (CDC) in 2012 with new members. The preparation of the project was in response to needs identified through several years of discussions among members, through formal assessments of capacity development needs in developing countries using the PCE tool, the IRSS survey and other discussion fora of the IPPC.

The Committee members all contributed to the project formulation and likewise to the various stages of implementation. Especially during implementation, CDC members were instrumental in identification of technical resources and encouraging submissions of resources from a variety of sources. They were dedicated to the task of sorting through the submissions and in the analysis of the resources to assist in the identification of gaps. During the preparation of the agreed technical resources the members were very active in reviewing the content and providing comments. The regional plant protection organizations (RPPOs) were also very actively involved and engaged throughout the project and provided valuable comments to enhance the products.

The EWG and CDC members had specific technical expertise. The IPPC is a multilateral agreement working on global standards. Expertise in implementing the standards is available mostly in developed countries. The Committee is by rule constituted from all continents, bringing their regional perspective.

In the context of this project, the STDF Working Group exceptionally agreed to fund all CDC members from developing countries, for the entire duration of the CDC meetings, in order to have a more balanced Steering Committee for the project.

## 4.2 Effectiveness

Effectiveness increasing factors	Effectiveness reducing factors
<ul style="list-style-type: none"> <li>○ Resources were developed through collaborative approaches to be globally applicable and therefore are adaptable to national-level needs.</li> <li>○ The manuals and other technical resources were developed in collaboration with international experts and with a number of technical institutions and try to capture best practices.</li> <li>○ The dedication and, in most cases, voluntary contributions of authors and experts to produce the manuals and other products.</li> <li>○ Dedication and willingness to work countless hours by the EWG/CDC team in all stages of the project, i.e. design to implementation. The members agreed to be coaches or leads for several of the publications yet they still contributed to other publications other than those they agreed to be responsible for.</li> <li>○ Despite not having permanent contracts, the IPPC Secretariat team worked in an exemplary fashion to ensure project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>○ Limitation of staff and resources at IPPC Secretariat.</li> <li>○ Not enough cost was budgeted to translate the documents into other FAO languages.</li> <li>○ Not enough efforts were made to keep the Phytosanitary Resource website online (see 4.5)</li> <li>○ The project included a budget for staff to administer and manage the project. The additional work done by the Secretariat placed a strain on already scant resources of the Secretariat. The resources invested by the Secretariat, including staff resources, far exceeded what was identified as the co-funding contribution in the project.</li> </ul>

### Achievement of results according to indicators

This project was undertaken in three phases. Phase I included the collection and comprehensive review of all contributed resources, where stakeholders contributed over 300 resources, with 54% of diagnostic protocols, 27% of pest information, 8% of manuals and guides and 11% of various other plant health resources. Phase II addressed a needs assessment and gap analyses by the IPPC Secretariat and the Capacity Development Committee (CDC) to determine areas where resources were not currently available. Phase III covered the development and testing of resources for NPPOs identified as high priority in Phase II.

Table 2: Achievement of results by indicators

Indicator	Status
Reduction of rejections of consignments on phytosanitary grounds (percentage)	Not reported.
Countries reporting through the International Phytosanitary Portal (IPP) quarantine pest outbreaks improved by year 2	Not reported.
Increase in number of positive reports made by Contracting Parties indicating improved implementation of IPPC and ISPMs	Not reported.
Availability on the IPPC portal for immediate downloading of at least 20 documents by end of year two.	Reached in 2014.
Number of procedures, kits and manuals adapted and utilized by contracting parties by year 2 of the project.	14 Guides, 7 Training Kits and 5 Fact Sheets were adapted or developed. Use is not reported.

The project developed technical resources with the aim to improve implementation of ISPMs by National Plant Protection Organizations (NPPOs) in developing countries. These resources covered the core

areas of national plant health systems such as import verification, export certification, pest surveillance and diagnostics and pest risk analyses. IPPC changed with the project into an organization having own capacity development tools installed. As the resources for regulators went through the IPPC quality process, these are the endorsed set of manuals, which can be trusted globally.

According to the IPPC Secretariat, all the resources collected/developed within the project are technically compatible with the WTO and in particular the Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement), the International Plant Protection Convention (IPPC), and in accordance with the IPPC National Phytosanitary Capacity Building Strategy.

The IPPC Secretariat committed itself in the project application to actively search for funds, including exploring synergies with other projects or requesting for increased STDF funding, to cover the cost of translating them into other official UN languages. This was only achieved for Russian. Funds for other languages were not mobilized.

The Phytosanitary Resources Website "www.phytosanitary.info" went online in July 2012. It was developed within the project to host both contributed and IPPC-developed technical resources. Reportedly, by the end of the project, 317 contributed technical resources were published on the Website.

This Website contained materials relevant for the implementation of the IPPC standards and includes e-learning modules, manuals, training materials, diagnostic protocols, videos, advocacy materials, photographs, consultants roster, and databases of projects and activities. The contributed resources have been reviewed by the CDC's technical experts and considered consistent with the Convention and ISPMs. However, that did not mean endorsement by IPPC. The challenge was to bring the contents into the specific terminology of the IPPC.

The project document refers to adapting materials as needed, but it was not reported in detail. The Progress Reports mention that adaptation of existing materials has in some cases required even more work than the development of new materials. The newly developed manuals had a feedback box for online user suggestion. However, the few comments received were rather appreciations than critical reviews.

The project itself developed 14 Guides, 7 Training Kits and 5 Fact Sheets (see Annex 4).

Table 3: Main resources developed under Project STDF/PG/350

Resource Title	Type, Date	Description	Link	
Phytosanitary Resources Web site	Web site July 2012		<a href="http://www.phytosanitary.info/">http://www.phytosanitary.info/</a> offline since 14 May 2018	EN
E-learning of trade of forestry commodities	E-learning tool March 2013	Online course for understanding trade in forest commodities and the role of phytosanitary measures	<a href="http://www.fao.org/forestry/foresthealthguide/82418/en/">http://www.fao.org/forestry/foresthealthguide/82418/en/</a>	EN AR ES RU FR
Dielectric heating treatment quick guide	Factsheet April 2014	Guide providing information on dielectric heating as a phytosanitary treatment for wood packing material	<a href="https://www.ippc.int/publications/86050/">https://www.ippc.int/publications/86050/</a>	EN AR ES RU FR
Managing relationships with stakeholders	Manual November 2015	A manual for NPPOs to understand how to manage relationships with different stakeholders	<a href="https://www.ippc.int/publications/86040/">https://www.ippc.int/publications/86040/</a>	EN
Managing relationships with stakeholders	Factsheet March 2015	Factsheet to introduce and promote use of managing relationships with stakeholders IPPC technical resources, available in official FAO languages.	<a href="https://www.ippc.int/en/publications/86040/">https://www.ippc.int/en/publications/86040/</a>	EN
Establishing an NPPO	Manual November 2015	A manual outlining the principal requirements for establishing an NPPO	<a href="https://www.ippc.int/publications/86038/">https://www.ippc.int/publications/86038/</a>	EN RU

Operation of an NPPO	Manual November 2015	A manual outlining the principal requirements for operating an NPPO.	<a href="https://www.ippc.int/publications/86039/">https://www.ippc.int/publications/86039/</a>	EN RU
Establishment and operation of NPPOs	Factsheet March 2015	Factsheet to introduce and promote use, establishment and operation of NPPOs IPPC technical resources, available in official FAO languages	<a href="https://www.ippc.int/en/publications/86038/">https://www.ippc.int/en/publications/86038/</a>	EN
Establishing an NPPO training kit	Training kit (workshop training presentation) December 2015	A modular training kit for plant health professionals to train in NPPO establishment	<a href="https://www.ippc.int/publications/86052/">https://www.ippc.int/publications/86052/</a>	EN
Operation of an NPPO training kit	Training kit (workshop training) December 2015	A modular training kit for plant health professionals to train in NPPO operation	<a href="https://www.ippc.int/publications/86053/">https://www.ippc.int/publications/86053/</a>	EN
Import verification	Manual December 2015	A manual outlining import verification as an aspect of the broader subject of import regulation	<a href="https://www.ippc.int/publications/86041/">https://www.ippc.int/publications/86041/</a>	EN RU
Export certification	Manual December 2015	A manual outlining establishment and operation of a phytosanitary export certification system	<a href="https://www.ippc.int/publications/86042/">https://www.ippc.int/publications/86042/</a>	EN RU
Diagnostics manual	Manual December 2015	A manual providing a guideline for establishing a plant pest diagnostic laboratory	<a href="https://www.ippc.int/en/publications/86076/">https://www.ippc.int/en/publications/86076/</a>	EN RU
Plant pest surveillance	Manual December 2015	A manual providing information to support surveillance activities that NPPOs need to undertake as part of national phytosanitary systems and for international obligations	<a href="https://www.ippc.int/static/media/files/publication/en/2018/06/Plant_Pest_Surveillance_Guide_Pr2Final_WEB_tzFeSDS.pdf">https://www.ippc.int/static/media/files/publication/en/2018/06/Plant_Pest_Surveillance_Guide_Pr2Final_WEB_tzFeSDS.pdf</a>	EN
Plant pest surveillance	Factsheet March 2015	Factsheet to introduce and promote use of plant pest surveillance IPPC technical resources, available in official FAO languages	<a href="https://www.ippc.int/publications/86051/">https://www.ippc.int/publications/86051/</a>	EN

In general, the guides are comprehensive and well edited. They make the specific IPPC terms understandable. They have a glossary, links to ISPMs and more material as well as some didactical questions. However, the guides are not identical in methodology and size, as different experts compiled them from existing resources. They remain technical handbooks, not didactical material. None of the IPPC manuals was tested for didactical quality.

For training purposes, more example cases would have been desirable. Compared to a manual from Barbados<sup>3</sup>, which was indicated by an expert as best practice, the IPPC guides have less structure, examples and templates to serve for self-learning or reference. Another comparable example, the 2016 FAO Guide to the implementation of phytosanitary standards in forestry, has much more examples and

<sup>3</sup> Barbados Ministry of Agriculture (2014) Plant Quarantine Procedures Manual, <http://www.fao.org/3/a-i3588e.pdf>

visual material than the IPPC guides. It comes in all official languages along with eLearning courses.<sup>4</sup> Compared to the project manuals, the new IPPC guides are much better edited for learning purposes.<sup>5</sup> Thus, IPPC improved the manual production over time during the project.

## Outreach of the project

The outreach to beneficiaries was limited to the following three points of engagement:

1. **Global fora:** The IPPC utilized its governance structure to reach the representatives of NPPOs. The first principal forum was its Commission on Phytosanitary Measures (CPM) which meets once every year (March or April) and is attended by country representatives, the majority being representatives of the NPPOs. Throughout the project and even post-project, the global fora and regional workshops were utilized to raise awareness of the materials produced by the project.
2. **The phytosanitary resources page:** This page was produced to serve two purposes. The first and simplest was as a repository of the STDF350 produced resources and the second purpose was a mechanism to offer assistance to beneficiaries in accessing a wealth of phytosanitary resources that could be used for advocacy purposes, knowledge products, and as a base for training resources.
3. **Partners:** CDC members were encouraged to consider opportunities in their country or region that can be built upon as opportunities to review and use the new materials. It was expected that they provide valuable feedback on the materials and training opportunities for participants. The CDC members were intended as links to the NPPOs. The IPPC Secretariat made efforts to promote the resources to partners particularly in technical assistance projects such as those where FAO officers were involved, mainly in Central Asia. The STDF also showcased the products of the project on their web portal and organized events where the IPPC Secretariat was given the opportunity to present the project and the products in the STDF Working Group and on the margins of the WTO-SPS Committee meetings.<sup>6</sup> Collaborations were also shaped with the International Pest Risk Analysis Advisory Group (IAGPRA), allowing them to identify experts who contributed to the implementation of the project by reviewing the outputs at a workshop organized by the United Kingdom. The New Zealand Plant Health and Environment Laboratory and the United Kingdom Food and Environment Research Agency developed and reviewed the diagnostics manual. New collaborations emerged with a number of contracting parties such as South Korea, Vietnam and the United Kingdom, in addition to a regional organization, OIRSA (Organismo Internacional Regional de Sanidad Agropecuaria), which contributed to the validation process of draft resources by testing and providing feedback on them.

The manuals were published on the Website and in the FAO publication system. They were not divulged actively to the RPPOs and NPPOs. All manuals were launched at CPM sessions or side events or at regional technical meetings. South Korea funded a short run printing of some manuals produced for distribution at the CPM.

The Phytosanitary Resources Website was a useful tool for the Phytosanitary community of practice to share training material. But it became never popular outside the expert community. No outreach beyond this community is evident. The usage statistics are not available for the entire project period. Main traffic occurred when the photo contest was featured.

The evaluation has access to Google Site Analytics that cover the period January 2014 to April 2018. The Website was used by over 42 000 users. Usage peaks in January 2015 and January 2016 (after end of the project) are still evident. This coincides with the "Pests without Borders" photo competition. Most users arrived from Google search and left after a one-page view. There was a high bounce rate. The usage dropped after the project's end, however core users remained accessing the website for longer ses-

<sup>4</sup> FAO (2016) Guide to the implementation of phytosanitary standards in forestry, <http://www.fao.org/forestry/foresthealthguide/en/>

<sup>5</sup> IPPC (2017) Preparing a national phytosanitary capacity development strategy. A phytosanitary capacity development training tool for NPPOs, <http://www.fao.org/3/i7766en/i7766EN.pdf> and IPPC (2017) IPPC Guide to resource mobilization. Promoting contracting party partnerships, <http://www.fao.org/3/i7638en/i7638en.pdf>

<sup>6</sup> The core Manuals are also available through STDF on <http://www.standardsfacility.org/PG-350>

sions. Origin of users by country and cities of internet access show high usage in developed countries, with few developing country hits. Most active users were the Admin and other users in Rome. Returning users were few, but the logout statistics show a couple of active users in a series of countries, among others Egypt and Montenegro. Access statistics are not clear indicators for use of the site. If NPPOs plan to use the Manuals, they download it once and then translate and adapt in their country system.

IPPC hosts the guides, training kits and fact sheets produced by the project now on its main site on "Implementation and Capacity Development Guides and Training Materials" (See Annex 4). This is the reference library for all IPPC Focal Points. No usage statistics are available for this URL, as the FAO server only gets stats for the entire domain.

### Major factors influencing the effectiveness

In view of the IPPC Secretariat, the project overachieved on outputs of manuals because all involved, paid and unpaid, delivered beyond what was planned. This holds true for the number of collected and produced manuals.

Throughout the project, the CDC developed criteria to prioritize topics for development of new resources. These criteria included the relationship to the management of NPPOs, responses to emerging issues and lack of existing materials to address the various topics. Collaborators on the ground contributed to the development of resources by bringing their expertise and committed to the long-term use of resources, providing useful feedback.

The implementation capacity of the IPPC itself is limited. As the IPPC Secretariat and Committees have no infrastructure to provide training or technical assistance, the outreach was rather limited.

### Consideration of horizontal issues

This project was gender neutral and had no environmental risks identified for mitigation. Except for a short run printing of manuals and a few QR code cards, for distribution at the CPM meeting, all manuals produced were prepared and published solely online. During project implementation, the preparation of manuals themselves was done collaboratively using online sharing tools. The principal document sharing tool used was Dropbox. Face-to-face meetings were for the most part paper free or with limited distribution of paper. This coincides with the IPPC policy to go paperless in all its meetings.

### 4.3 Efficiency

Efficiency increasing factors	Efficiency reducing factors
<ul style="list-style-type: none"> <li>○ Instead of starting from scratch, the project gathered existing expertise and resources on the priority areas.</li> <li>○ Most time to edit the manuals was provided by the experts for free. Their institutions provided the resources.</li> <li>○ Result-based management and monitoring were not mature at IPPC, but improved with the project lifetime.</li> <li>○ Expertise was mobilized by holding back-to-back meeting with global events.</li> <li>○ By a global call and Letters of Agreement the nonprofit partners were linked to the projects.</li> <li>○ Resources from a TA project in Central Asia were used to translate most Manuals into Russian language versions.</li> <li>○ Working level contacts were good, beyond all protocols, locations and staff turnover.</li> </ul>	<ul style="list-style-type: none"> <li>○ Main limitation was the availability of key SPS experts to edit the manuals.</li> <li>○ Restructuring of IPPC caused change in staff and processes, e.g. from EWG-Cp to CDC to IC).</li> <li>○ FAO information policy became more restrictive instead of enabling for the project.</li> <li>○ Translation and publishing was rushed to avoid the transition period into the new FAO publication system, which limited the quality and coherence of the publications.</li> <li>○ Event logistics, non-staff travel, recruitment of retired experts were especially difficult under changing FAO rules.</li> <li>○ The photo contest "Pests without Borders" was nice to have but added to the distraction away from the project objectives.</li> <li>○ Frequent staff changes led to loss of knowledge and human relations among institutions.</li> </ul>



## Delivery of activities and outputs

The project outputs were delivered, but with delays.

The project was approved to start in February 2012 and end in January 2014, however during the project two no-cost extensions were granted by the STDF Working Group until 31 July 2015.

The STDF contribution to the project amounted to USD 672 000. The total project value was USD 822 000. IPPC Secretariat feels that its in-kind contribution was much higher than budgeted, based on the work and time spent for the project.

## Changes and risks occurred during project implementation

The main reason for delay was the unavailability of volunteer authors. Some phytosanitary experts are the only specialists in their respective field. They had to allocate free time to the project and needed time to negotiate with their employers, re-schedule teaching assignments or other tasks.

The conclusion of the Implementation Agreement between the WTO (STDF Secretariat) and FAO (the IPPC Secretariat) took more time than expected because the STDF Working Group had requested key adjustments to be made to the project document, prior to contracting. It took the IPPC Secretariat several months to incorporate these adjustments, to the satisfaction of the STDF Secretariat. Consequently, the project initiated slightly later than planned. However, the IPPC Secretariat and the EWG/CDC members started working in advance of the project signing. Particularly, a global call was made to identify manuals and other resources available to Contracting Parties and the subsequent analysis of the information collected fast tracked the final list of products to be produced.

As Treaties under Article XIV of the FAO Constitution, the IPPC is hosted but not part of FAO, and uses FAO facilities. As such, IPPC has to follow FAO policies and procedures without having influence on them. The IPPC Secretariat gets notices about changes at FAO with some delay, e.g. on the new publication policy. IPPC and FAO consist of almost the same countries, but IPPC approaches its Contracting Parties apart from FAO membership.

The FAO remains a key partner in the implementation of phytosanitary projects. In this project, IPPC had major problems communicating and synchronizing with reforms at the FAO. Although the IPPC manuals/guidelines are part of the FAO publication catalogue, it is not known if they are used in FAO projects. The IPPC guides are currently not traceable in the FAO publication base.<sup>7</sup>

Staffing problems in the IPPC Secretariat affected the project. Following the project delay outlined above, the initial project manager resigned from duties, which resulted in further disruption to completion of project activities. The replacement project manager also encountered difficulties with re-engaging service providers to complete work, given the absence of hand-over from the initial project manager and the limited timeframe to project closure.

The project proposal did not allocate adequate funding to staff the operation. The IPPC Secretariat feels that the project implementation was very time-consuming. The reason behind that was lack of established project management and procedures, changes in rules and staff, and enthusiasm to do additional activities related to the project. This placed a strain on already scant resources of the IPPC Secretariat.

Although staff resources at the IPPC Secretariat are limited, it started to do more than it was supposed to do for this project. The CDC as the project's steering committee did not limit this ambition. In the end, the IPPC Secretariat invested more staff resources, to mitigate further project delivery interruptions.

The IPPC Secretariat has invested considerable time into setting up mechanisms through the FAO procurement office to be able to issue contracts to private companies. Without this established mechanism, there is a limit of USD 5000 per year for the Secretariat to contract private companies. This has been a significant limitation given the interest in engaging external expertise in communication, training material development, etc.

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<sup>7</sup> On <http://www.fao.org/publications/search> none of the IPPC guides and kits appears. Only the "IPPC Guidance on Sea Container Cleanliness" comes online, which is not listed at [ippc.int](http://ippc.int).



The FAO process for producing publications changed mid-project. This caused delays in implementation. A separate process was pioneered by the technical and administrative staff that mitigated the effects of the newly introduced publication policy of the organization. This procurement innovation that the staff devised created a small pool of service providers that were available to manage the publishing needs of the project as well as other similar initiatives of the IPPC Secretariat. Several “mini-tenders” were issued to find external editorial services. Several non-profit partners (IICA, Fera, EPPO, NEPPO, University Wageningen) signed Letters of Agreement to be eligible for collaboration of the project.

**Cost-effectiveness**

The technical resources produced were done very economically using the time and facilities of volunteer authors, all of whom are respected professionals in the phytosanitary field. The cost of the manuals were 50 000 USD for editing plus 8 000 USD for publishing on average. The cost of developing a comparable field manual at FAO is much higher.

Thanks to STDF financing, the CDC was able to establish itself and convene regularly. By financing the participation of developing countries, the STDF has contributed to a large extent to the success of the CDC (now IC).

The CDC had mixed roles in this project. The committee had the steering and oversight role, but at the same time the committee or at least several members worked actively on the technical resources. As a steering committee, the CDC's oversight was insufficient.

The CDC became enthusiastic in the review of contributed resources and development of new resources. In between the biannual meetings, the project manager had to wait for decisions or contract CDC members directly. The benefit of having the CDC as the steering committee is that it provided a balance of different plant health perspectives from the seven FAO regions. Additionally, the project has benefited from the CDC representatives, who provided their strategic and technical input as an in-kind contribution. A challenge that often occurred was when experts had differing positions and opinions on technical aspects, resulting in back and forth discussion that took a significant amount of time. For the development of technical resources, individual experts were engaged to assist in drafting and the peer review of activities. This led to the results more efficiently.

Feedback mechanisms have been incorporated into technical resources through inclusion of links to surveys where users can inform the IPPC Secretariat of usefulness of resources and suggestions for improvement, in addition to feedback when resources are used at external meetings and workshops. However, only a few comments were received according to IPPC Secretariat. Their content was not helpful to review the documents.

Two authors of manuals remarked that the editing process was not well managed by the Secretariat. The authors had to rely on existing sources, which are sometimes very detailed and advanced, to boil them down to a level comprehensive to developing counties. Although the standards are global, they believe that developing countries need an approach appropriate to their context.

The translation of several manuals into Russian was organized in the framework of another project funded by the STDF. Under project STDF/PG/316 in Azerbaijan, five Guidelines were translated, and published with financing provided by the Crop Regular Programme of the FAO Sub-regional Office for Europa and Central Asia.

**4.4 Impact**

<p><b>Impact increasing factors</b></p> <ul style="list-style-type: none"> <li>○ IPPC Secretariat is involved in several FAO projects and can use the manuals on regional and country level.</li> <li>○ FAO translated Manuals into Russian and worked with them in Caucasus and Central Asia.</li> <li>○ The photo contest increased public awareness on phytosanitary challenges.</li> </ul>	<p><b>Impact reducing factors</b></p> <ul style="list-style-type: none"> <li>○ IPPC Secretariat had to build implementation capacities.</li> <li>○ The use of the outputs/resources was not sufficiently monitored and documented.</li> <li>○ Outreach and dissemination were planned, but not financed.</li> <li>○ Manuals in other FAO languages than English and Russian are not available.</li> </ul>
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## Challenges of use and usefulness of the outputs

The project led to more exchange of the IPPC Secretariat with the CDC members and external experts, and allowed them to better focus on developing country needs. It also facilitated a common use of specific terms used in the IPPC language. The contributed resources were mostly in line with IPPC terminology, but only the new manuals produced under the project are endorsed by IPPC.

Over 181 contracting parties in seven FAO regions have direct access to the technical resources produced by the project. However, this remains theoretical. The use of the outputs/resources was not sufficiently monitored and documented by IPPC, neither during the project and afterwards. Also, CDC members could have started monitoring the use of the manuals in their own jurisdictions. The IPPC Secretariat has very limited resources to link to the country level. The IPPC is in direct contact with the IPPC Contact Points and runs surveys frequently, leading to survey fatigue. They were not asked about the use of the manuals, but this is planned for next year or after.

The main reason for this gap is that the planned outreach and implementation activity did not happen (Activity 5 in the project logframe). When the Project 350 had started, IPPC submitted a project proposal (STDF/PG/402) for training of trainers on the SPS manuals, as a potential follow-up to the 350 project. The proposal was rejected by the STDF Working Group, because the tasks were seen as more suitable for an academic institution. An external consultant who reviewed proposal STDF/PG/402 for the STDF alternatively suggested the IPPC to develop a "Masters course plant protection curriculum, specializing in national phytosanitary systems", to enhance longer term sustainability. However, no academic institution was ready to fill the gap, thus the issue remained pending. After a dispute on procedures, the IPPC Secretariat clarified in 2013, that due to the importance of this initiative for the IPPC, the CDC would actively continue to look for other financial support for the initiative.<sup>8</sup>

In June 2018, the IPPC Secretariat delivered for the third time the training course on "Developing national phytosanitary capacities" at Mediterranean Agronomic Institute of Bari (CIHEAM IAMB).<sup>9</sup> CIHEAM Bari is a Centre for post-graduate training, applied scientific research and design of in loco partnership actions within the framework of international research and cooperation programmes. This training was fully based on the project manuals, collected and developed and was delivered 3 times. "In the future, this training could be tailor made to exclusively meet the needs of NPPOs. The IPPC Secretariat is looking for financial resources to develop and conduct this training course."<sup>10</sup> In June 2018 five staff of NPPOs from Cameroon, Canada, Jamaica and Nigeria attended this training on a self-funded basis.

IPPC was not able to mobilize resources for the outreach strategy. Tertiary education covers phytosanitary aspects technically, but no institution offers courses on implementation of standards. IPPC is still looking for an academic partner to introduce a postgraduate course on phytosanitary regulation (as recommended by the STDF Working Group).

NPPOs complained in the survey that they are not aware of the Guides and Training Materials or that they need French language material. Some answered that they want to become beneficiaries of the project. Most material is available in English; some Manuals have a Russian version (see document list in Annex 4).

KEPHIS, the Kenya's NPPO, was active in developing the manuals. The institution afterwards downloaded the final versions and uses them internally, for references whenever they develop institutional documents and undertake training.

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<sup>8</sup> For details see STDF/WG/Mar13/Summary Report. p 11.  
[http://www.standardsfacility.org/sites/default/files/Report\\_STDFWGmeeting\\_Mar-13.pdf](http://www.standardsfacility.org/sites/default/files/Report_STDFWGmeeting_Mar-13.pdf)

<sup>9</sup> See <https://www.ippc.int/en/news/the-ippc-secretariat-delivers-for-the-third-time-the-training-course-on-developing-national-phytosanitary-capacitiesat-ciheam-bari-italy/> dated 25 Jun 2018.

<sup>10</sup> <https://www.ippc.int/en/news/the-ippc-secretariat-delivers-for-the-third-time-the-training-course-on-developing-national-phytosanitary-capacitiesat-ciheam-bari-italy/>

## Impact at NPPO level

The project produced a set of endorsed guiding documents for the ISPMs, which did not exist before. This set is especially targeted at NPPOs to understand and improve their role as IPPC Focal Points and to implement ISPMs.

The quick evaluation survey shows that several NPPOs are not aware of the 350 resources (and even lost the knowledge), but 18 NPPOs from developing countries confirmed that they know and use the manuals. Surprisingly, these countries are different from the core users identified by the IPPC Secretariat. Thus, the dissemination approach worked to a certain degree.

According to this sample, the IPPC Guides used most are the Export Certification Guide and the Import Verification Guide. The Plant Pest Surveillance Guide also is rated interesting and used intensively. The guides for Establishing and Operation of a NPPO are also popular. Detail results are shown in the Table below.

Table 4: Degree of usefulness of IPPC Guides to NPPOs (N=26)

IPPC Guides available	identified as useful	actually used
Plant Pest Surveillance Guide	77%	69%
Import Verification Guide	73%	69%
Establishing a NPPO Guide	69%	54%
Export Certification Guide	69%	77%
Operation of a NPPO Guide	65%	62%
Plant Diagnostics Guide	58%	42%
Market Access Guide	50%	38%
Transit Guide	50%	35%
Managing Relationships with Stakeholders Guide	50%	31%
Good practices for CPM participation Guide	42%	38%
Preparing a National Phytosanitary Capacity Development Strategy	42%	46%
IPPC meeting preparation support materials Guide	31%	38%

Many NPPOs suffer from staff rotation, especially in developing countries. That has various reasons. A common effect is loss of knowledge. Many responding NPPOs (so far) had problems identifying staff members remaining since 2015; several focal points have less than a year in office. Some NPPOs had to start over, because expelled staff took all meaningful documents with them, or a new government exchanged staff completely. Availability of the core guiding material for an NPPO is therefore permanently on demand.

Another reported problem of NPPOs is weakness in comparison with other parts of the public sector. Although the NPPO by definition should have the top authority in phytosanitary matters, it needs to defend this role, especially when conflicting with interests of economic operators. The IPPC manuals are the reference for lobbying for a strong NPPO role.

## Outcomes at NPPO level

A case that demonstrated the role of NPPOs in national import programmes is from Egypt. Here IPPC used the project outputs to deliver TA in cooperation with FAO/EBRD.

Egypt is the largest wheat importer in the world. In 2015 Egypt blocked the wheat import fearing spread of Ambrosia. Large shipments from Russia, USA, Ukraine, France and some other countries were on hold. IPPC experts were called by an FAO project and introduced the Market Access Manual in a Workshop on phytosanitary measures in grain imports in September 2015. By import verification and new guidance on pest risk analysis the tolerance for imports was reopened. Reportedly, the government of Egypt exchanged core staff to end the conflict.<sup>11</sup>

<sup>11</sup> The activity was funded within an EBRD and FAO programme that facilitates public-private dialogue to improve the policy and regulatory environment in the Egyptian wheat sector. (See <http://www.medagri.org/meetings/index.php?id=10>).

## Linkages and synergies with the Phytosanitary Capacity Evaluation (PCE) Tool

Partly parallel to the project STDF 350, the IPPC implemented another STDF-financed project from April 2014 to December 2017, for “Developing a network of PCE facilitators” (STDF/PG/401). It will be evaluated separately in 2019. The Phytosanitary Capacity Evaluation (PCE) is a management tool designed by the IPPC Secretariat. A pool of individuals was trained to facilitate phytosanitary needs assessment and action planning processes using the PCE tool. The IPPC considered the two projects closely linked as the building blocks of a long-term capacity development strategy.

The linkages of the two projects were minimal. The PCE facilitators were not trained on the 350 manuals. When developing the PCE facilitator trainings, project STDF 401 based the training material on the existing manuals. The training material developed within project STDF 401 is then itself used when conducting PCEs.

## Contribution to higher level objectives of the STDF programme

Although respective indicators for Outcome and Impact were set, the IPPC Secretariat did not monitor these. Without substantial use of the resources, there can be no outcome. The Theory of Change needs a number of NPPOs to improve capacities before expecting measurable results on market access. Considering the scope of outputs, it would not be valid to contribute changes to the project.

## Success cases

The project results potentially in an extended access of phytosanitary regulators to technical resources.

The technical resources produced extended benefits to various IPPC stakeholders. For instance, select technical resources were presented in two Commissions on Phytosanitary Measures (CPM) preparatory workshops and in a regional IPPC workshop.

Caucasus and Central Asia was a critical region for IPPC, because of the low implementation capacity and the lack of national standards. The governments in this region are willing to implement, but require clear to-do-lists for reform steps. The Russian translation of several Guides (See Annex 4) was especially targeted to the needs of the newly independent states. IPPC cooperated with a regional TA project of FAO on strengthening capacities of the national phytosanitary control services.

Azerbaijan recently reported progress in phytosanitary legislation, after several years of not showing any follow-up to the training. FAO Sub regional office for Europa and Central Asia runs an STDF-financed project (Strengthening Phytosanitary Control and Diagnostic Services in Azerbaijan STDF/PG/316) there for strengthening phytosanitary inspection and diagnostic services. The project seeks to improve phytosanitary inspection and diagnostic services by the State Phytosanitary Control Service and the State Customs Committee of Azerbaijan. According to FAO, the counterparts found the manuals very much useful in carrying out day-to-day issues as well as the implementation of the Convention and ISPMs.

In Moldova, the IPPC Secretariat was responsible for the implementation of the phytosanitary component of the project TCP/MOL/3502; facilitating the application of the PCE and elaborating a phytosanitary capacity development strategic plan. This project aims to strengthen the capacities of the Ministry of Agriculture and Food Industry and the Phytosanitary Service of the National Food Safety Agency to develop a national Integrated Pest Management programme for adoption. The manuals were used in this context.

Georgia used the Manuals to prepare a Phytosanitary Capacity Development Strategy that prioritizes activities and resources to fill capacity gaps and enhance the overall phytosanitary system.

Uzbekistan is also using the Russian Manuals as a reference to translate it into the national system.

The achievements of this project comfort the country currently as the Comoros have deposited their instrument for accession to the WTO. The Comoros NPPO confirmed that they have used the market access manual for training national staff.

IPPC is currently developing a training for Europe–Africa–Caribbean–Pacific Liaison Committee (COLE-ACP) for francophone African countries on phytosanitary activities, and also use the 350 manuals as reference material.

The ongoing STDF supported project “Rolling out phytosanitary measures to expand market access” (STDF/PG/502)<sup>12</sup> uses the IPPC manuals on pest risk analysis. The tools will be tested in a minimum of three case studies so that the necessary adjustments can be made in order to ensure that they fit the objectives and requirements originally defined. Case studies and improved tools in Spanish and Portuguese languages can be expected from this project.

**Awareness raising activities**

A photo contest as an additional add-on to the project raised awareness beyond the expert community. The IPPC organized a photography competition "Pests without Borders" which resulted in the submission of high quality photographs of plant pests from the world over. These pictures gave visual representation to plant pests as potential global threat. These photographs were displayed at several events, including at a CPM meeting and were published in National Geographic Italy, La Repubblica, an Italian newspaper and FAO media database. The posters with reference to the 350 project are still hanging in IPPC Secretariat, FAO offices and presumably several NPPOs.

This was an excellent promotion of phytosanitary challenges in general, but did not mobilize additional financial resources for IPPC. The communication of challenges was not combined with communicating solutions.

**4.5 Sustainability**

Sustainability increasing factors	Sustainability reducing factors
<ul style="list-style-type: none"> <li>• Project was part of solution to keep institutional knowledge at IPPC Secretariat.</li> <li>• New Implementation and Capacity Development Committee (IC) has strategic approach.</li> <li>• IPPC Secretariat continues to produce Manuals and Guides.</li> </ul>	<ul style="list-style-type: none"> <li>• Project outputs are not promoted enough and used at national level.</li> <li>• IPPC has low capacity to maintain Secretariat staff beyond projects.</li> <li>• Resource mobilization is a weakness of IPPC, but has become a strategic task now.</li> <li>• Unwanted discontinuation of managing and hosting the Website leaves knowledge and communication gaps.</li> </ul>

**Consideration of sustainability in the project design and implementation**

Sustainability was not realistically considered at the project design phase. Results-based management became a concern at IPPC during implementation, not only related to this project. The newly formed IC and the new IPPC strategic plan show awareness for sustainable results and upscaling.

**Continuation and needs after the project end**

As the impact was limited, the sustainability at national level cannot be assessed. Beyond its capacity to produce manuals, the IPPC has not built the structures necessary to promote the use of the manuals in a significant number of countries.

At the level of the IPPC Secretariat, sustainability of the project consists in the ongoing capacity to produce manuals. The manuals that have been produced form a basis of IPPC policy for capacity development. The implementation challenges of the project led to an internal reinforcement of the implementation capacity.

The CPM in December 2017 agreed to establish the Implementation and Capacity Development Committee (IC) with the purpose of supporting Contracting Parties (CP) to implement the International Plant Protection Convention (IPPC), including the ISPMs, and strengthen their phytosanitary capacity.

The “Strategy for the Development of IPPC Implementation and Capacity Development Guides and Training Materials”, recently approved at the November 2018 IC meeting, is a result of the lessons learned from this project.

<sup>12</sup> www.standardsfacility.org/PG-502

The IPPC Secretariat has learned from the implementation of the project and in result uses guiding principles for the development of IPPC implementation and capacity development guides and training materials also for future work:

- **Reliability:** compliance with the IPPC, ISPMs and CPM-R and technical accuracy monitored through the incorporation of best practices and peer review
- **Integration:** information is presented in an integrated manner to support implementation and capacity development and improve national phytosanitary systems
- **Efficiency:** materials are easily accessible and are presented logically
- **Continual improvement and updating:** information is updated as per the established timeline, taking into account feedback provided by users or through the monitoring and evaluation framework of the IPPC Secretariat
- **Standardization and consistency:** unified, simple and consistent language is used in all materials. Established templates are followed.
- **Sustainability:** the development of IPPC implementation and capacity development guides and training materials is supported by adequate and appropriately trained IPPC Secretariat staff with the required levels of competency and access to adequate resources, including funds
- **Transparency:** an open, transparent and inclusive documented process is followed to assist in the development of high quality and consistent guides and training
- **Workflow:** standard operating procedures are developed, followed and continuously improved

The IC has outlined technical resources promotion and development as a key future action. A strategy is in the works for the development of future manuals but there is also a vision to keep promoting those already produced and to ensure they are used particularly in technical assistance scenarios. The strategy should include an updated mechanism for the manuals along with the update of the standards.

Sustainability is further threatened by the discontinuation of the “Phytosanitary Resources website” ([www.phytosanitary.info](http://www.phytosanitary.info)), which has been offline since 14 May 2018. The IPPC Guides and Training Materials moved to <https://www.ippc.int/en/core-activities/capacity-development/guides-and-training-materials/> and are still available for use. However, more than 300 contributed resources are offline. In the occasion of this evaluation, the Implementation Facilitation Unit (of the IPPC) found the backup files and started to recover some of the documents for internal use. The Roster of Consultants was saved, but is closed for now.

The technical reason for closing the Website was that FAO IT Security saw it as a serious security issue; the site software was different from the main FAO site software, and it was not updated regularly and thus was vulnerable to hacker attacks. There is no report of attacks to the Phyto Resources website. FAO had security issues on other sites and had to close even the popular “FSN Forum” for multi-stakeholder dialogue on food security and nutrition because of spam and hacks. About 10 different Websites, including IPPC itself, still link to [phytosanitary.info](http://phytosanitary.info)

Earlier in 2018, the IC had the plan to increase content integration between the International Phytosanitary Portal (e.g. ISPMs) and the phytosanitary resources (e.g. related diagnostics) web pages. Once the structure of the phytosanitary resources page is determined, priorities will be set, and an IC sub-group will be created to coordinate and review criteria and processes for technical resource submissions.” (IC Report CPM 2018/11, 14 Feb 2018). This content integration then happened for technical reasons. No report on this IC sub-group was found.

### Recipients capacity to sustain the results

After the funding ended, IPPC did develop additional manuals (Pest Free Areas, Risk Communication) and has several others in the pipeline (Pest Status, Pest Management Analysis, Phytosanitary Audit). However, no use of these new manuals can be traced.



At NPPPO level, the use of the technical resources is ongoing. However, the main challenges of NPPPOs relate to the financing of training activities and staff time. Guidance is not available for NPPPOs to lead them into implementing capacity development.

Table 5: NPPPO challenges to use the IPPC Guides and Training Kits (N=23)

Value	Count
Lack of training budget	18
Lack of available guidance	9
Lack of time for training	8
Translation or language problems	6
Did not find the suitable material	4

### Follow-up activities to support sustainability

Even after the project concluded the manuals and technical resources are being promoted, and their utilization is encouraged in FAO projects in general. But it cannot be observed that IPPC is doing this in a proactive way. Occasional staff contacts seem to be the main communication channel with FAO.

IPPC is updating its “Framework for Standards and Implementation” in 2019. “Elements of an effective NPPPO e.g. training, engagement of stakeholders, competency” is set as Priority 1. The following item appear as planned/needed:

- Preparing a national phytosanitary Capacity Development Strategy - A Phytosanitary Capacity Development Training Tool for NPPPOs
- Reorganization of the Phytosanitary resources page
- Cooperation on pest diagnostics among NPPPOs. e.g.: training, awareness raising and advocacy documents
- Case studies on concrete relationships between standards and key topics, measuring impacts
- Desk studies and methodologies to estimate impacts of standards implementation
- guides, videos
- Strategy, policies and processes for the development of IPPC guides and training materials
- Strategies and policies for implementation of PCE tool
- PCE modernization tool
- NRO Workshops and training materials
- ePhyto solutions, guide on e-commerce, market access training materials, market access online learning modules.

In the recent meeting in November 2018, the IC approved the first version of the Procedure Manual for Implementation and Capacity Development (PM-ICD). The main purpose of the manual is to ensure that ICD activities will be consistently delivered in a transparent way. New strategies to enhance high priority IC activities such as the PCE, the development of guides and training materials, phytosanitary capacity development projects, collaboration between the IC and the Standards Committee, and improved web-based information were discussed. The strategy and process for developing IPPC guides and training materials were approved. For each manual, a work plan, budget and diffusion plan is elaborated.

### Major factors which influenced sustainability

The IPPC implemented the project with a rather internal view. It led to an upgraded institutional capacity to produce manuals. Institutional knowledge is pooled in the manuals now, so that any new staff coming on board in the Secretariat can access it. Loss of knowledge by staff turnover is a major problem in the IPPC Secretariat. The same approach was assumed to fit for the NPPPOs in developing countries, which suffer from staff turnover as well.

IPPC has low capacity to maintain Secretariat staff. All staff contracts are fixed-term linked to projects. The last staff member from the project will leave IPPC this December.

Implementation is a structurally weak part at IPPC. There is an ongoing discussion if IPPC should extend activities in standards implementation. The IPPC Secretariat also has a mandate for global information exchange and for capacity development for the implementation of the IPPC and ISPMs.

IPPC formed a new Implementation and Capacity Development Committee (IC) in December 2017 to succeed the former CDC. It currently reviews the IPPC National Phytosanitary Capacity Development Strategy and the draft IPPC Strategy 2020-2030 as the basis for the development of a new implementation and capacity development strategy. Budgetary constraints and associated lack of resources, however, forced the IC to carefully review the activities. The IC has many tasks, but needs the CPM to allocate the financial resources for it.

#### 4.6 Cross-cutting issues

##### Lessons learned regarding the process of project design and implementation

The targeted beneficiaries of a project must have a voice already from the design phase. This project was supported by several NPPOs and developing country experts in the form of letters to lobby for the project approval. This cannot replace a detailed needs assessment with all stakeholders in the planning and their involvement during the implementation. Even if the needs seem to be identified correctly, there the NPPOs were only involved in the project through individual CDC members. This link did not work. The four or more requesting countries could have served as active partners for developing the manuals at their level. They were not directly involved.

##### Lessons learned for the broader donor community

Opening an online platform for interchanging capacity development resources led to a creative phase of an already established community of practice. Knowledge exchange needs easy access and free flow of information. Having a neutral and multilingual platform helps to get a broad coverage.

The online platform was hosted on a separate domain but under the label of the standard setting institution. The risk was to become unclear about which resource is officially endorsed by IPPC and which is only contributed by external sources. The "contributed" resources can be useful, and might even better reflect the local context. Resources are needed for content management and moderation, as well as for technical updates. After the funding ended, the site was not maintained and became threatened to cyberattacks. IPPC did not allocate the necessary resources for website maintenance after the project ended.

##### Actions to learn and follow-up

The attention is much more on recovering the Phyto Resources Website. It was a useful tool during the project. It served to disseminate knowledge on the resources and manuals developed and most widely for the photo contest. The good practice, however, was the human and institutional network behind the website. The community of practitioners and additional experts voluntarily shared resources. Many people were motivated to share their knowledge items into public domain. Valuable experts worked for free on building the global manuals. They made efforts to solve the global phytosanitary capacity problem. Providing the infrastructure for this knowledge exchange will continue to be a good investment. Instead of recovering the historic website, STDF and partners should seek to keep this phytosanitary knowledge community alive. The STDF has a Virtual Library, i.e. a repository of SPS capacity building documents. All resources can be stored there as well, and on the project webpage.

The IPPC National Phytosanitary Capacity Development Strategy and the draft IPPC Strategy 2020-2030 will be used as the basis for the development of a new implementation and capacity development strategy. The revision of different IPPC strategic documents will allow for a comprehensive understanding on what should be reflected in the IC strategy.

#### 5. Lessons learnt

- Knowledge sharing tools-based on websites is useful, but sustainability is under risk. An interactive online platform is always threatened by cyberattacks. It needs to be well kept technically



and by moderating content and netiquette. This costs staff resources. This same risk of website discontinuation also can affect the results of the ePhyto project (STDF/PG/504).<sup>13</sup>

- NPPOs hardly communicate their problems and needs. They rather pretend that they are acting according to the standards. NPPOs would rarely call external assistance, as they avoid focusing on failures. IPPC may need to find out the fears underlying the reasons as to why some NPPOs are not willing to share their practices. Once these fears are known and confidence building is done, then more countries would be more than willing to share information, an NPPO director suggested. A learning from the Egypt case is that if NPPOs get under pressure, staff is exchanged until a solution is satisfactory to the political level. IPPC should have an activation mechanism, which can be triggered by Focal Points, but also be called by the private sector and consumer protection entities. If dispute avoidance between IPPC contracting parties is the core task of the Secretariat, it must be open for public enquiries and have the capacity and resources to respond appropriately.

## 6. Conclusions and recommendations

### 6.1 Conclusions

#### Synthesis on Relevance

Relevance of the project was high overall. The project suited the priorities and the policies of IPPC Secretariat, but did not yet meet the demands of the NPPOs in developing countries as final beneficiaries. The project should have been reformulated to focus better on the national responsibilities and decisions, independent from individuals and configuration of committees.

The project started capacity development at IPPC by having manuals and guidelines to implement ISPMs. This is a global must have, but not enough to solve the capacity problems at national level. The link to implementation at national level was weak. It was assumed that “decision-makers are sensitized on the importance of providing sufficient resources, both financial and personnel to NPPOs” (see Log-frame in Annex 5). The project design could have considered that as an objective.

The project outputs alone were not enough for NPPOs to use them. If countries wanted to benefit from the project, they had to use additional resources from other projects. These partnerships could have been identified more clearly at the design stage, or a communication and outreach campaign should have been foreseen to build these partnerships systematically.

The four requesting countries did not serve as active beneficiaries during the implementation. Their support to the proposal was rather a lobbying effort. Several support letters are attached to the Project Document, but they do not contain traceable commitments to support the implementation. Supporting letters by NPPOs or experts are not a proof of the appropriateness of a project proposal. An alternative approach would have been more driven by local needs, enabling the regional and global bodies to better understand and attend the capacity needs of focal points and NPPOs.

The needs of the NPPOs were assessed in a global study before the project application. The project itself did not target these needs in particular, as it was limited to global manuals. It was fine-tuned in the case of the Caucasus and Central Asian countries, as another STDF/FAO project facilitated not only the Russian translation, but also the adaptation and technical assistance in this region. The Caucasus and Central Asian countries had almost similar situations in their national SPS capacity development, in which the manuals were filling a gap. For other regions, no similar mitigation was found.

Needs-analysis was done by experts, but not by participation of the beneficiaries. Needs are different from what the beneficiaries actually demanded. The demand of NPPOs could have been technical assistance for capacity development, in which the manuals are just one element. As the quick survey shows, NPPOs lack training budget, guidance and time for training. Developing countries do not invest wisely in their SPS capacities. NPPOs suffer from sector governance problems in general. Having standards and manuals available is a clear permanent need, but does not solve implementation problems.

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<sup>13</sup> [www.standardfacility.org/PG-504](http://www.standardfacility.org/PG-504)

As PCEs before 2012 revealed, the principal weakness of NPPOs was the lack of documented procedures for all aspects of the management of national phytosanitary systems. An alternative approach could have been to revise the existing reference documents at every NPPO and offer technical assistance. Another alternative would have been building a peer network of NPPOs that run conformity assessments together. The NPPO would show their best practices and feed them into the global knowledge base. "Then consultants would come in to merge the varied status and come up with a document that is more customized to most of the current good practices of the member countries", as one Contact Point suggested. This way, more countries have a feeling of document ownership, and this will improve the usage.

The project was planned and implemented without making reference to the Millennium Development Goals (MDGs). Meanwhile, the Sustainable Development Goals (SDGs) serve as the global framework for cooperation.

In retrospect, the project was set to contribute to several SDGs. The most important contribution would be to SDG 17, as it was closely related to promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO; and increasing the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.

Other SDGs with potential relevance were the following

SDG 1 - No Poverty	Poverty Reduction through increasing farmer income by protecting their plants and plant products from pests; and increasing farmer income by promoting agriculture trade as well as employment.
SDG 2 - Zero Hunger	Zero Hunger through increasing food availability, enhancing food accessibility, promoting food affordability, and ensuring food safety.
SDG 8 - Decent Work and Economic Growth	Economic development and employment through promoting fair practices in agricultural trade by eliminating trade restrictions and barriers; and increasing Aid for Trade support for developing countries.
SDG 13 - Climate Action	The project aimed to strengthen resilience and adaptive capacity to climate change-related issues; integrating climate change-related pest issues into national policies, strategies and planning; and increasing awareness-raising and institutional capacity on climate change-related pest issues.
SDG 15 - Life on Land	The project aimed to ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services; and preventing the introduction and reducing the impact of invasive alien species on land and water ecosystems; and controlling or eradicating the priority species.

Meanwhile, IPPC has reviewed the implementation experience and discussed a Theory of Change for its overall operation when reviewing the Strategic Framework in 2017. It was visualized as follows.

Table 6: IPPC strategy and the Sustainable Development Goals (SDGs)

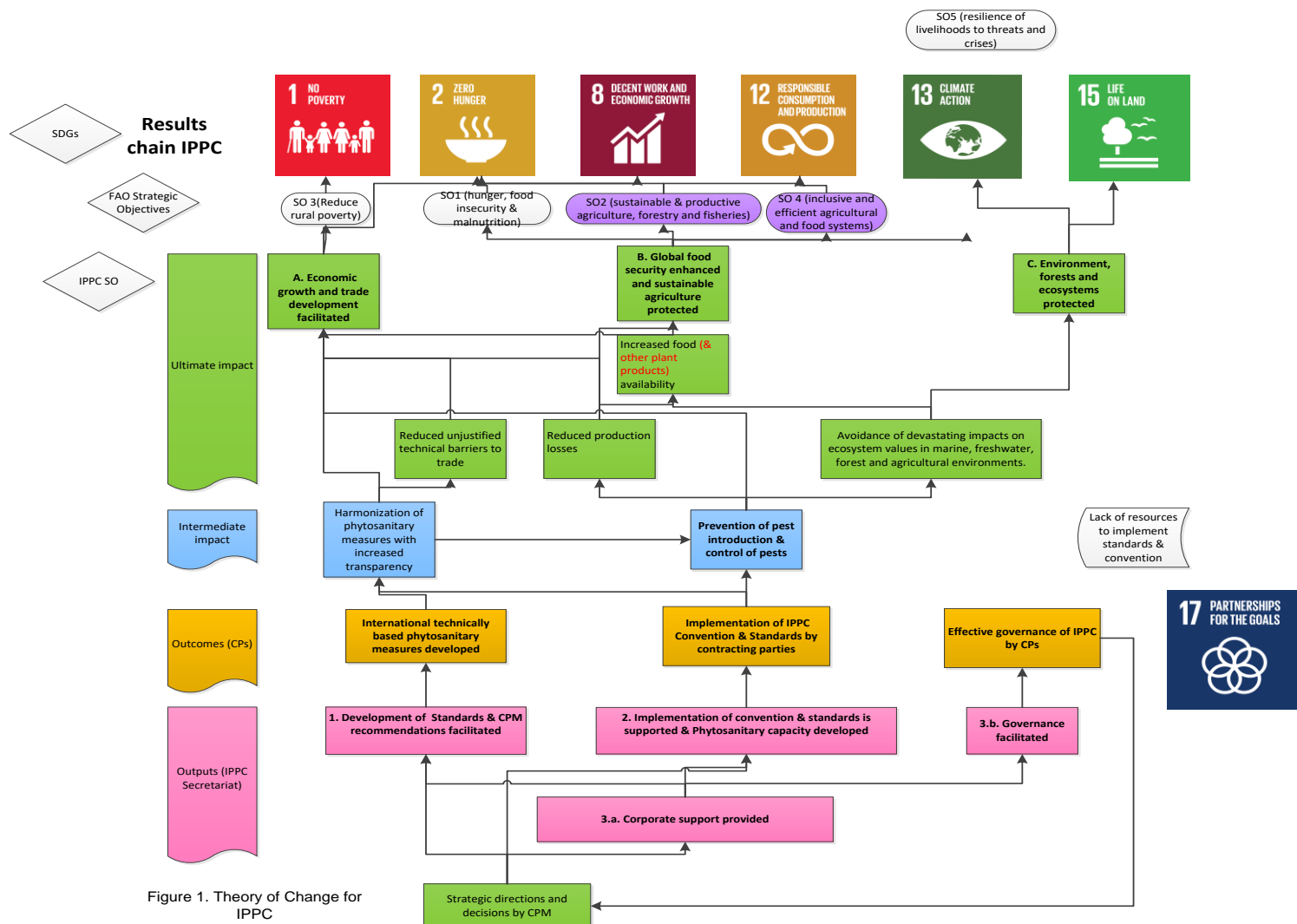


Figure 1. Theory of Change for IPPC

Source: IPPC IFU

### Synthesis on Effectiveness

Only the outputs were archived, but this was not enough to reach the outcome and impact objectives. The project led to endorsed manuals for phytosanitary regulation, but not to their use to solve capacity problems at national level. IPPC now can provide endorsed resources for capacity development on the ISPM. After the project, the Secretariat is more aware of the strategic challenges, but still not equipped to provide enough TA to the beneficiaries.

The implementation of the project by the IPPC Secretariat enabled the products to benefit from a range of expertise made available through the IPPC network insight of other IPPC and phytosanitary activities globally and to utilize IPPC and FAO networks. However, the implementation could have benefitted from outside partners to facilitate management and communication. Partnerships with education and knowledge institutions are needed to raise regulatory capacities and to implement future SPS projects.

The output indicators were reformulated as recommended by the STDF Working Group. The outcome indicators, however, were not reformulated to be SMART. The attribution of outcomes to the outputs had logical gaps in the planning. The use of the outputs by the national beneficiaries was the missing link to the outcomes. The outcome was not monitored or reported on in the Progress Reports. The Progress Reports describe in detail the activities undertaken. On the Output Indicator the Progress Reports just state a percentage. The Outcome Indicators are not mentioned in any of the reports. Surprisingly, the Terminal Report also does not mention the Output/Outcomes and Indicators at all.

A communication and dissemination strategy was lacking already from the planning. Even in the Terminal Report, IPPC still sees as “next steps” to identify opportunities to promote use of the technical re-

sources to the contracting parties, and to translate technical resources into other official FAO languages. This should have been the activity from the beginning.

### Synthesis on Efficiency

In principle, the project intended a cost-saving approach by making a call for already existing resources and mobilizing voluntary contributions from technical experts. The collected training resources would have to be adapted for those priority areas identified through TA activities. This production process of manuals was effective, but did not lead to the expected outcome of NPPOs broadly using the resources.

The IPPC Secretariat focused the implementation on getting the outputs, not necessarily the outcomes. The project reports do not contain the information needed for steering. The steering by the CDC was supporting the project implementation with skilled technical expertise, but without regularly considering outcome and impact. The CDC was helpful, but inefficient as a steering body. The Committee gathers technical experts, not project managers.

Staffing and administrative issues hindered the achievement of results. The learning at the administrative side was: Start projects by setting up a project task force. Consult with project managers, administration and finance sections before sending proposals. Prepare for contractual arrangements before starting a project.

The implementation of the project by the IPPC Secretariat enabled the products to benefit from a range of expertise made available through the IPPC network, insight of other IPPC and phytosanitary activities globally and to utilize IPPC and FAO networks. Availability of experts was a main limitation, but finally the phytosanitary specialists world-wide dedicated volunteer time to reach the results. They individually mobilized resources from related institutions and projects. This success factor is worth for building more implementation partnerships on it.

The feedback mechanisms in the form of reply boxes on documents did not bring suitable results. Alternatively, the registered users of the Website could have served for feedback on the resources. If training happened, participants could be traced afterwards to monitor their changes.

### Synthesis on Impact

The project's contribution to the higher-level objectives of the STDF (market access, domestic/regional SPS situation, poverty reduction) is still hypothetical. Only few cases are reported, in which attribution to the project is evident. The evaluation cannot clearly show, that the use of the technical resources produced under this project led to market access.

The outputs of the project are successfully used in several countries, if supporting projects or activities enabled this. That proves, that the manuals are fit for purpose, but the outcome depends on certain conditions.

The IPPC Secretariat has very limited implementation capacities. IPPC can only have impact when working with FAO or other implementation partners. IPPC is therefore distant from knowing the needs and monitoring the outcomes.

IPPC has proven to maintain the level of results over time. But it will not be able to do the dissemination without regional partners. The manuals should be practical and ready to be used by NPPOs without any additional training. Without strong links to NPPOs and implementation partners, IPPC lacks knowledge and feedback about the use of manuals. This would be needed to improve the resources

Outreach and dissemination have to be planned and financed. A request from NPPOs is that they want more awareness of the manuals and their use. Some asked for sensitization forums of all the NPPOs about the documents and their usage.

The training course on "Developing national phytosanitary capacities" at CIHEAM Bari is successfully piloted and can be adapted to demands by NPPOs.

### Synthesis on Sustainability

Sustainability requires long-term training of staff, stable staff with less turnover and an organizational structure that values and supports ICD work. The project results can only be effective if the institutional

environment is sustainable, in all dimensions: ecologically, socially and economically; this means at all levels: at IPPC, the regional, and national levels.

IPPC has proven to maintain the level of results at the internal level, but not in delivering the output at beneficiary level. But without changes it will not be able to do more than that. Beyond manuals, the capacity development capacity of IPPC is lacking resources and a mandate. The IPPC Secretariat suffers from similar sustainability problems as the NPPOs in developing countries. They have high staff turnover, have difficulties recruiting suitable technical experts, have weak access to decision making and financial resources are insufficient. At all levels, policy decisions for proper investments in SPS infrastructure are lacking. If the budget is limited, IPPC must focus on standards setting, which is its core mandate under the WTO SPS Agreement.

For many developing country NPPOs, the lack of appropriate investments in SPS infrastructure seems to be the main limitation to their capacity. NPPOs will have to overcome their capacity development problems beyond training, including the financing, legal and political problems.

## 6.2 Recommendations

The stakeholders should consider and give management feedback on the following recommendations.

### Recommendations for the IPPC Secretariat

- 1 The IPPC Secretariat should further strengthen its project implementation and IT capacities, or leave project implementation to other organizations with the required expertise. Future projects should ensure that sufficient staff time is allocated to project management activities throughout the entire duration.
- 2 Continue identifying opportunities to promote the use of the manuals to the contracting parties, and to translate technical resources into other official FAO languages, such as French and Arabic. When developing new material, consider the didactical process and run enough test sessions. The manuals have to be self-explanatory, so that NPPOs can use them without additional guidance. There has to be a continuous improvement and updating process of the manuals, along with the update of the ISPMs. This needs to be managed and financed constantly. Consider leaving manual development to the FAO. Include [ippc.int](http://ippc.int) and the publication (again) in the FAO database searchable from [www.fao.org/publications/search](http://www.fao.org/publications/search). Publications should give credit to the authors by mentioning their names and to STDF if financed by project funds.
- 3 Collect and document NPPO manuals publicly. When a PCE does revise reference documents at the NPPO, do collect best practices of common use, and do also spread the IPPC manuals for national use. Respect document ownership, this will improve the usage. Known users of manuals should be interviewed or surveyed for potential improvements of the content and methods. This can be done by tracer studies after training activities.
- 4 IPPC should stop efforts to recover the website "[www.phytopsanitary.info](http://www.phytopsanitary.info)" as a historic version. In the reorganization of the Phytosanitary resources page, consider a sustainable solution for future knowledge exchange.
- 5 The IPPC Secretariat should focus on reestablishing trust and momentum with the knowledge community that contributed so actively in the project. The contributors should be motivated to continue knowledge sharing on the upgraded level. IPPC Secretariat should maintain an open call for possible contributions of technical resources. With guidance from this community, a new solution for exchange will appear. It should be technically and financially stable, mirrored at several institutions and curated by several partners, not IPPC alone. Make arrangements to sustain the ePhyto Website after the end of project STDF/PG/504<sup>14</sup> in November 2019.

### Recommendations for the Implementation Committee (IC)

- 6 Strategy, policies and process for the dissemination of IPPC guides and training materials still need to be established. Use the IPPC National Phytosanitary Capacity Development Strategy and the draft

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<sup>14</sup> [www.standardfacility.org/PG-504](http://www.standardfacility.org/PG-504)

IPPC Strategy 2020–2030 as the basis for the development of a new implementation and capacity development strategy.

- 7 Prepare a Phytosanitary Capacity Development Training Tool for NPPOs within the strategy. A conceptual framework for capacity transformation, which considers individual, institutional and systemic levels and their difficult interaction, could be useful to consider the learning process beyond the actual content.
- 8 Additional funds are needed to promote the use of the technical resources. Partnerships and funding are needed to implement this, based on the project results. The manuals/guidelines should be made part of IPPC's overall outreach strategy, globally (CPM), regionally (at workshops with RPPOs), and through targeted partnerships (FAO, CABI, IICA, specific bilateral donors, etc.). This needs strategic thinking from the IPPC Secretariat and the IC. Communicate to NPPOs and the general public what IPPC has to offer in a comprehensive form, covering all resources and services. Avoid raising expectations on additional services that cannot be provided. Instead of creating more guides, consider combining the IPPC related content in a Procedural Manual, that is updated annually.<sup>15</sup> Developing new partnerships and initiatives based on the project results will be critical to ensure continued improvement of phytosanitary systems amongst IPPC contracting parties. The training course on "Developing national phytosanitary capacities" at CIHEAM Bari is successfully piloted and can be adapted to demands by NPPO. This should become a regular activity of the IPPC Secretariat and IC members.
- 9 Give voice (in all languages) to the demand side for directing their support to the needs of the NPPOs in developing countries. This is a permanent task, not subject to a particular study. More dialogue with business and consumers is needed. SPS capacity is not only a concern of IPPC, but all national stakeholders must be involved. The implementation partnership with FAO should be more continuous and in both directions, also to understand local needs, context and planning for sustainability.
- 10 The IC should further strengthen its steering capacities for results-based projects. Steering could be more effective if handed over to the Secretariat or a permanent project director. The new IC project reporting template should include a monitoring of the agreed indicators. Project management should collect the Means of Verification as defined in the LogFrame or suggest proxies if the means are not accessible. Progress reports must contain the monitoring based on the defined indicators for both, output and outcome. When formulation projects, take outcome indicators or key performance indicators from existing strategies, which the IPPC monitors anyway. Have less ambiguous outcomes and chose SMART indicators that are easy to measure.
- 11 An interactive needs-analysis should cover all aspects of NPPO capacity before entering into new projects. The PCE Tool – if used more actively – could help to identify the capacity needs of each NPPO. Facilitators inside the NPPOs should be trained and maintained. It could also lead to peer-networking and knowledge sharing among the NPPOs. In future activities, facilitators training should be based on the Manuals, if possible and appropriate. Synergies with the pool of PCE facilitators still need to be explored.
- 12 IPPC should promote the "helpdesk" to questions and demands from the developing countries. This should be open to access for actors beyond the Contact Points, e.g. trade partners in conflict. Find opportunities to conduct technical assistance if requested. If the Secretariat structure does not allow efficient implementation, issue a service contract for external support.
- 13 The participation of developing countries in the IC should be financed through core FAO/IPPC funding or other arrangements, e.g. developed country NPPOs that cover the expenses of developing country NPPOs).

### Recommendations for the STDF Secretariat

- 14 STDF should streamline activities and partnerships for its contribution to the Sustainable Development Goals. The SDGs put significant emphasis on the role that trade plays in promoting sustainable

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<sup>15</sup> The Codex Alimentarius Commission Manual (<http://www.fao.org/publications/card/en/c/18608EN>) can be considered as model.

development and recognize the contribution that the WTO can make to the 2030 Agenda. Trade-led inclusive growth enhances a country's income-generating capacity, which is one of the essential prerequisites for achieving sustainable development. STDF can make a difference in supplementing domestic efforts in building trade capacity, and SDG 8 contains a specific target for countries to increase support under the Aid for Trade initiative. SDG 17 has a target for promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO; and increasing the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.

- 15 As many NPPOs face budget constraints, the use of STDF's Prioritizing SPS Investments for Market Access P-IMA guides might complete the IPPC set of manuals, to offer support an evidence-based approach to inform and improve SPS planning and decision-making processes.
- 16 The STDF Virtual Library should continue to feature the resources produced by the project as well as links to other information systems and databases developed and maintained by STDF partners, donors and other organizations, including the IPPC page. It can serve as a clearinghouse and develop a customized search engine for all linked sites.

#### Recommendations for the wider donor community

- 18 Changes and investments are needed to boost effectiveness and sustainability of the Phytosanitary Infrastructure at all levels. As SPS capacity is the key to facilitate market access - but also of fundamental importance for food safety and human health - governments and companies should invest more funds to it.
- 19 Developing countries must invest in Phytosanitary Infrastructure. International donors can support the sector reforms and should invest more in multilateral solutions to the global SPS challenges.
- 20 Make country to country cooperation more popular. The NPPOs of richer countries can access bilateral and private sources to share their capacities within the multilateral system and selected developing country NPPOs.



## Annexes

### ANNEX 1: Terms of Reference

Ex-post evaluation of the STDF Project

"Global Phytosanitary Manuals, Standard Operating Procedures and Training Kits Project" (STDF/PG/350)

#### BACKGROUND

1.1. In March 2011, the STDF Working Group approved project application STDF/PG/350 entitled "Global Phytosanitary Manuals, Standard Operating Procedures and Training Kits", submitted by four countries<sup>16</sup>, in collaboration with the International Plant Protection Convention (IPPC) Secretariat. On 17 January 2012, the WTO signed an implementation assignment with the FAO defining the terms and conditions for implementation of this project by the IPPC Secretariat, housed by FAO. The STDF contribution to the project amounted to US\$672,000. The total project value was US\$822,000. The project started on 1 February 2012 with an end date of 31 January 2014. In October 2013, the STDF Working Group agreed to IPPC's request to extend the project, at no additional cost, by one year until 31 January 2015. In October 2014, the STDF Working Group approved a second request for a six month, no-cost extension until 31 July 2015.

1.2. The project goal was to improve the capacity of National Plant Protection Organizations (NPPOs) to implement IPPC obligations and International Standards on Phytosanitary Measures (ISPMs) by providing them with internationally accepted technical resources, such as manuals, Standard Operational Procedures (SOPs) and training kits. Specifically, these manuals and kits would *inter alia* provide detailed guidance on establishment and effective operation of NPPOs and areas such as import verification, export certification, pest surveillance and pest risk analysis. The rationale for the project was that access to and use of technical resources by IPPC contracting parties contributes towards their national plant health systems by enhancing their capacity to meet their international obligations, improve/maintain access to markets and/or support national import and export certification programmes.

1.3. The project focused on: (i) setting up a Phytosanitary Resources website<sup>17</sup>, i.e. an electronic portal containing a wide array of technical resources and materials; (ii) a global call to identify existing technical resources for review and validation by experts<sup>18</sup>; and (iii) identification and development of priority technical resources (manuals, SOPs and training kits) to support implementation of ISPMs and effective management of plant health issues by NPPOs.

1.4. The project used the convening power of the IPPC to build on existing work and resources, to avoid "re-inventing the wheel" and duplication. Specifically, the project was used to review and validate a number of existing resources and develop new ones that addressed core functions of the IPPC, effective NPPO management and urgent topics. By the end of the project, the Phytosanitary Resources website was set up and populated with relevant content. A list of technical resources developed through the project is available in **Appendix 1**.

1.5. By building on existing materials, and engaging NPPOs from developed and developing countries in the validation of existing materials and development of new tools, the project ensured a global and collaborative approach. Reportedly, based on feedback from FAO and users, the manuals are being used to shape policy, as well as the implementation of ISPMs. For example, in Suriname, the manuals produced under the STDF project were used as a basis to support preparation of national policy papers, a prerequisite for funding to improve the agricultural services by a major lending institution. In Libya, work to implement a US\$3 million phytosanitary project, developed by FAO and funded by the national government, drew extensively on the manuals to establish and operate a NPPO (which did not exist prior to the project), as well as the pest surveillance and import regulation resource materials.<sup>19</sup>

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<sup>16</sup> Côte D'Ivoire, Jamaica, Malaysia, and Sudan.

<sup>17</sup> [www.phytosanitaryresources.info](http://www.phytosanitaryresources.info)

<sup>18</sup> Following a call to NPPOs worldwide, over 300 different resources (from e-learning modules, diagnostic protocols and advocacy materials) were shared, validated and posted online.

<sup>19</sup> Jeffrey Jones, Consultant



1.6. Implementation of the project was led by the IPPC Secretariat, housed at the FAO. The IPPC's Capacity Development Committee (CDC), which comprised of technical representatives from various regions, acted as the steering committee.<sup>20</sup> In this role, the CDC regularly reviewed work plans, provided direction related to project implementation and selected the resources to be developed by qualified experts. In addition, the CDC acted as a project technical committee and assessed resources received via the global open call for technical soundness and peer reviewed new resources development under the project. The IPPC's Secretariat reported on progress in implementation through an inception report, six progress reports and a final project report. Key project documents are available on the STDF website.<sup>21</sup>

1.7. In March 2017, an information session on this project and its outputs was organized by the IPPC Secretariat on the margins of the WTO SPS Committee. Details of this session are available on the phytosanitary resources webpage.<sup>22</sup>

1.8. In March 2016, the STDF Working Group selected this project for an independent ex post evaluation. This document sets out the Terms of Reference for the Consultant to carry out this evaluation.

## 2 DESCRIPTION OF TASKS

1.9. Under the overall supervision of the STDF Secretariat, and in cooperation with the IPPC Secretariat, and other key stakeholders involved in this project, the Consultant shall carry out an independent ex-post evaluation of project STDF/PG/350, in accordance with the STDF Evaluation Guidelines (**Appendix 2**). In particular, the consultant shall:

### Documentation

- a. **Review all available documentation** related to the project, which will be provided electronically by the STDF and IPPC Secretariats, together with a list of key stakeholders involved in the project and their contact details.
- b. **Contact stakeholders** involved in project implementation to obtain any other relevant information or documents, as appropriate.

### Evaluation framework

- c. **Develop the evaluation framework**, which should be discussed with the STDF Secretariat prior to its finalization and use. This framework should:
  - i. Clearly elaborate the questions to be asked during the evaluation, based on key evaluation criteria as set out in **Appendix 2** (i.e. relevance, effectiveness, efficiency, impact, sustainability and key lessons learned), as well as the indicators identified in the project document to measures performance.
  - ii. Include criteria to assess the reach, use and usefulness of project outputs/resources (manuals, SOPs, training kits, etc.) for NPPOs and plant health practitioners globally.
  - iii. Identify and elaborate the methods and tools (e.g. survey questionnaires, key questions for face-to-face/Skype interviews, analysis of the use of the IPPC resource page/other user interfaces developed under the project, etc.) to be used to conduct the evaluation.
  - iv. Identify key individuals to be consulted during the evaluation including - but not limited to - representatives of: (i) FAO and IPPC Secretariat; (ii) members of the CDC involved in project oversight; (iii) representatives of the countries who originally requested the project for their views and feedback on the results and impact; (iv) experts who developed the resources under the project; and (v) any other relevant stakeholders (notably NPPOs, donors/consultants involved in the delivery of phytosanitary capacity building programmes, development partners) with a particular interest in the project.
  - v. Outline a time-frame to conduct the evaluation and finalize the evaluation report.

### Conduct evaluation

- d. **Contact representatives** of project stakeholders and beneficiaries (using methods identified in the evaluation framework) to obtain their views and feedback about the project, addressing, *inter alia*,

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<sup>20</sup> In 2017, the CDC ceased to exist and was succeeded by a new body, i.e. IPPC's Implementation Committee (IC).

<sup>21</sup> <http://www.standardsfacility.org/PG-350>

<sup>22</sup> <http://www.phytosanitary.info/activity/ippc-spswto-side-event-ippc-guides-safe-trade>

- key questions related to the project's relevance, effectiveness, efficiency, impact, sustainability and key lessons learned. These consultations should collect as much information as possible to enable a detailed assessment of the effectiveness, efficiency, impact and sustainability of the project, including its outputs and outcomes.
- e. **Schedule a mission** to IPPC headquarters in Rome, Italy for *up to* two days to meet with key IPPC staff and personnel involved in project implementation and dissemination of project outputs/results.

#### Evaluation report

- f. On the basis of all the information collected and feedback received from the various stakeholders consulted, **draft a detailed evaluation report** that:
- i. analyses and assesses the overall performance and results of the project, based on the responses to the **key evaluation questions** (as set out in Appendix 2) and other relevant sources;
  - ii. pays close attention to the method used to develop and prioritize topics for the resources developed under the project, and assess whether these resources were demand-driven and timely;
  - iii. analyses the effectiveness of the web portal "Phytosanitary Resources" (with particular attention to number of users over time, website traffic, downloads, usability, etc.) and make recommendations to improve user-experience (where appropriate);
  - iv. identifies and describes case stories from countries and international organizations where the project outputs have been used successfully;
  - v. assesses to what extent the project outputs have remained relevant<sup>23</sup> and sustainable after the end of the project and, where appropriate, make recommendations to enhance their relevance and sustainability in the future;
  - vi. assesses how cross-cutting issues (gender, environment) were addressed throughout the project, including in the project outputs and, where appropriate, make recommendations to enhance attention to cross-cutting issues in similar future projects;
  - vii. considers the linkages and synergies between the outputs of this project and the IPPC's Phytosanitary Capacity Evaluation (PCE) Tool including if and how the project outputs have been used in follow-up to use of the PCE at the country level.
  - viii. considers if and how the project outputs have been translated into other official FAO languages.
  - ix. broadly makes recommendations specific to the activities conducted under this project, as well as more general recommendations that may be useful to improve the design and delivery of future projects that address SPS-related trade capacity building by focusing on rolling out technical materials, guidelines, manuals and training materials.
  - x. Uses a range of methods to present findings/data, including the use of text, graphs, tables, quotations and photographs.
  - xi. In addition to the key evaluation questions, considers the context in which the project was implemented, linkages (if any) to other related projects/programmes, opportunities created by the project and/or any challenges faced, as well as any follow-up actions or outstanding needs, etc.
  - xii. The report should be drafted in accordance with the agreed format (see Appendix 2) and submitted to the STDF Secretariat no later than **30 September 2018**. The Consultant should revise the report taking into consideration the Secretariat's comments and suggestions (several rounds of comments can be expected) until these are acceptable to the Secretariat. The deadline for finalising the report is **31 December 2018**.
  - xiii. On the basis of the final evaluation report, provide updated content on the key findings and recommendations of the project to be used by the STDF Secretariat to update the project page on the STDF website.
  - xiv. Provide to the STDF Secretariat electronic/hard copies of documents relevant to the evaluation, for inclusion in the STDF Virtual Library.

#### REMUNERATION

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<sup>23</sup> This aspect should look into whether there is a plan (or potential) for project outputs to be updated in the future to ensure their relevance. Training manuals produced under this project include an electronic link to a two-question survey to solicit input by users. It would be useful to know whether any feedback has been received through these surveys.

The Consultant will be paid a lump sum of US\$9,000 for his honorarium, corresponding to 15 working days at the rate of US\$600 per day. In addition to the honorarium, the Consultant will be paid a lump-sum amount of US\$500 for miscellaneous operating expenses, including communication costs. Expenses related to travel (including return air travel in Economy class, terminal expenses and daily subsistence allowances) to Rome, Italy for *up to* two days will be reimbursed upon submission of a detailed invoice, boarding passes and hotel receipts.

#### REQUIRED QUALIFICATIONS

The consultant shall meet the following minimum requirements:

- Experience in project monitoring and evaluation, including data collection (including through survey questionnaires, consultations and interviews involving multiple organizations and participants);
- Familiarity with results-based project management and the theory of change is an asset;
- Good knowledge of multi-partner/beneficiary initiatives, including understanding of the political and diplomatic dimensions, and managing a review process in that context;
- Good knowledge and understanding of problems faced by developing countries in the implementation of international sanitary and phytosanitary (SPS) standards and requirements, especially in the field of plant health;
- Excellent analytical, drafting and communications skills in English, and ideally French and/or Spanish

## ANNEX 2: Evaluation Questions and Analytical Framework

Criteria	Evaluation Questions	Instruments to apply							
		Survey CDC	Survey NPPOs	Survey Experts	Synthesis	Document analysis	Interviews IPPC	Website analysis	Survey STDF
Relevance	1. Was the project the right answer to the SPS related needs of the beneficiaries?	X		X	X	X	X		X
	2. What was the value added of this project, compared to other support programmes?	X		X	X		X		
	3. Were local contexts, ownership, processes and stakeholders adequately taken into account in the design and implementation of the project? Especially, were the topics for the resources developed and prioritized according to demands?	X		X	X	X	X		
Effectiveness	4. To what extent were the project objectives achieved (based on the indicators for expected outputs and outcomes identified in the project's Logframe)?	X	X	X	X	X	X		
	5. (added) To what extent were NPPOs and plant health practitioners globally reached with the project outputs/resources (manuals, SOPs, training kits, etc.)? Specifically, how was the Web portal "Phytosanitary Resources" used (with particular attention to number of users over time, website traffic, downloads, usability, etc.)?		X		X	X	X	X	X
	6. What were the major factors influencing the achievement or non-achievement of the project objectives, outcomes and outputs?	X			X		X		
	7. To what extent were horizontal issues (particularly related to gender and environment) adequately addressed in the project?								
Efficiency	8. Were the activities and outputs delivered according to the project document (i.e. on time and within the budget)?	X			X	X	X		X
	9. What changes and risks occurred during project implementation, and how was the project able to adapt to these changes and manage risks?	X			X	X	X		
	10. Was the project a cost-effective contribution to addressing the needs of the beneficiary?	X			X	0	X		
Impact	11. (added) To what extent did NPPOs and plant health practitioners actually use the project outputs/resources (manuals, SOPs, training kits, etc.) and how useful were they? Which challenges did they face?								
	12. (added) To what extent did the resources help to improve the understanding of NPPOs of the importance of using documented procedures essential for consistency in the implementation of IPPC and its standards?								
	13. (added) To what extent did the resources help countries in terms of enabling NPPOs deliver on their roles and responsibilities to improve/maintain access to external markets and/or support national import and export certification programmes?								
	14. (added) What linkages and synergies between the outputs of this project and the IPPC's Phytosanitary Capacity Evaluation (PCE) Tool exist (including if and how the project outputs have been used in follow-up to use of the PCE at the country level)?								

	15. To what extent did the project contribute to higher level objectives of the STDF programme such as a measurable impact on market access, improved domestic, and where applicable regional, SPS situations, and/or poverty reduction?			X	X				
	16. What real difference (expected and/or unexpected) has the project made or is likely to have on the final beneficiaries? Which case stories from countries and international organizations where the project outputs have been used successfully can be reported?			X	X		X		
	17. What was the role of the project, if any, in raising awareness on SPS challenges and/or mobilizing additional resources for SPS capacity?		X	X	X		X		
Sustainability	18. To what extent will the benefits of the project continue after the end of STDF funding, and what still needs to be done to support this?	X				X	X		
	19. Do the recipients of the project have the necessary capacity to sustain the results?								
	20. What follow-up activities, if any, are planned and/or required to sustain these results over time?	X			X	X	X		
	21. What are the major factors which influenced sustainability of the project?								
	22. Was sustainability (including follow-up activities, scaling up and dissemination of results) adequately considered at the project design phase and throughout the project?				X	X	X		
Learning and Innovation (cross-cutting)	23. What lessons can be learned from the project regarding the process of project design and implementation?	X	X	X	X		X		
	24. What lessons can be learned from the project, which may be of importance to the broader donor community and which should be disseminated more widely?	X		X	X		X		
	25. What actions have been taken by the beneficiary, STDF partnership or others to disseminate, learn and follow-up on the outcomes of the project? How could STDF increase the sharing of good practice on SPS capacity building coming out of this project?	X	X		X	X	X		X

### ANNEX 3: Persons Interviewed

Melvin Spreij, Head, STDF	Standards and Trade Development Facility (STDF) Secretariat	STDFSecretariat@wto.org melvin.spreij@wto.org
Roshan Khan, Economic Affairs Officer	Standards and Trade Development Facility (STDF) Secretariat	roshan.khan@wto.org Tel: +41 22 739 6153 roshan.khan@wto.org
Simon Padilla Economic Affairs Officer	Standards and Trade Development Facility (STDF) Secretariat	simon.padilla@wto.org
Brent Larson, Implementation and Facilitation Unit Leader	International Plant Protection Convention (IPPC) Secretariat	desk phone + (39) 06-5705-4915 mobile + (39) 340-699-9546 Brent.Larson@fao.org
Ketevan Lomsadze, Implementation Facilitation Officer	International Plant Protection Convention (IPPC) Secretariat	Ketevan.Lomsadze@fao.org
Orlando Sosa, Implementation Review and Support System Officer (IRSS), Former Project Leader	International Plant Protection Convention (IPPC) Secretariat	Tel.: +39 06 57053613 Mob +393462457488 Orlando.Sosa@fao.org
Paola Sentinelli, Knowledge Manager	International Plant Protection Convention (IPPC) Secretariat	Tel.: +39 06 57056102, paola.sentinelli@fao.org
Shoki AlDobai, AGDI	International Plant Protection Convention (IPPC) Secretariat	Shoki.AIDobai@fao.org
Hans Dreyer, Director	FAO's Plant Production and Protection Division (AGP)	Hans.Dreyer@fao.org
Dmitry Prikhodko, Economist	FAO Technical Cooperation Department, Investment Centre Division (TCIC),	dmitry.prikhodko@fao.org
Katarina Spisiakova, Former Project staff, OHRS	FAO Pension Fund	Katarina.Spisiakova@fao.org
Carlos Tarazona Senior Evaluation Officer	FAO Office of Evaluation (OED)	carlos.tarazona@fao.org
Sarah Brunel, Implementation Facilitation Officer, STDF Project 401	International Plant Protection Convention (IPPC) Secretariat	Sarah.Brunel@fao.org
Hafiz Muminjanov, Plant Production and Protection Officer	FAO Regional Office for Europe and Central Asia	Muminjanov, Hafiz (FAOSEC) <Hafiz.Muminjanov@fao.org>
Mark Hellyer, STDF Evaluator	Nathan Associates	+44 7703 345694
Ravi Khetarpal, Executive Secretary	Asia-Pacific Association of Agricultural Research Institutions	ravi.khetarpal@apaari.org
Thushara Wickramaarachchi	IPPC focal point Sri Lanka	wartwa@gmail.com
Becky Mitchell, Editor	Green Ink	b.mitchell@greenink.co.uk
Kenza Le Mentec, Former STDF Staff	WTO Evaluation Unit	kenza.lementec@wto.org
George Keere Momanyi, Chief Inspector Phytosanitary Division	KEPHIS, Kenya	gmomanyi@kephis.org Cell +254-722 27978
Joseph Kigamwa, Projects Officer	KEPHIS, Kenya	jkigamwa@kephis.org
Yuji Kitahara, Section Chief, Plant Protection Division	MAFF JAPAN	yuji_kitahara090@maff.go.jp
Issmaila Mohamed, Directeur adjoint des stratégies agricoles et de l'élevage	Ministère de l'Énergie, de l'Agriculture, de la Pêche et de l'Environnement, Comoros	issmaila2002@yahoo.fr
Stephanie Bloem,	North American Plant Protection	stephanie.bloem@nappo.org

Executive Director	Organization (NAPPO)	
Thaddeaus Peters, Pest Management Officer	Ministry of Agriculture, Grenada	thaddeauspeters@gmail.com
María de Lourdes Fonalleras International Specialist, Agricultural Health and Food Safety (AHFS),	Inter-American Institute for Cooperation on Agriculture	lourdes.fonalleras@iica.int
Eddie B. S. Hasheela, Chief Agricultural Scientific Officer	Plant Health Division Directorate of Agricultural Production, Extension and Engineering Services, MAWF, Namibia	+264 61 208 7496 +264 811 5810 63
12 IPPC Contact Points		

## ANNEX 4: Documents reviewed

### 1. Steering committee documents

Report on the 1st Meeting of the IPPC Capacity Development Committee (CDC 1)

[https://www.ippc.int/static/media/files/publications/en/2013/06/04/1358775757\\_report\\_cdc\\_2012-12\\_final\\_201304232120en.pdf](https://www.ippc.int/static/media/files/publications/en/2013/06/04/1358775757_report_cdc_2012-12_final_201304232120en.pdf)

CDC procedures and criteria for the production and oversight of technical resources (CDC 1)

[https://www.ippc.int/static/media/files/publications/en/2013/06/04/1358775757\\_report\\_cdc\\_2012-12\\_final\\_201304232120en.pdf](https://www.ippc.int/static/media/files/publications/en/2013/06/04/1358775757_report_cdc_2012-12_final_201304232120en.pdf)

Report of the 2nd Meeting of the IPPC Capacity Development Committee (CDC 2)

<https://www.ippc.int/en/publications/2228/>

Report of the 3rd Meeting of the IPPC Capacity Development Committee (CDC 3)

[https://www.ippc.int/static/media/files/publications/en/2014/03/25/final\\_report\\_cdc\\_3rdmeeting\\_forposting.pdf](https://www.ippc.int/static/media/files/publications/en/2014/03/25/final_report_cdc_3rdmeeting_forposting.pdf)

Report of the 4th Meeting of the IPPC Capacity Development Committee (CDC 4)

[https://www.ippc.int/static/media/files/publications/en/2014/06/23/finalreport\\_4th\\_cdc\\_forposting.pdf](https://www.ippc.int/static/media/files/publications/en/2014/06/23/finalreport_4th_cdc_forposting.pdf)

Report of the 5th Meeting of the IPPC Capacity Development Committee (CDC 5)

[https://www.ippc.int/static/media/files/publications/en/2014/12/19/5th\\_cdc\\_meeting\\_report.pdf](https://www.ippc.int/static/media/files/publications/en/2014/12/19/5th_cdc_meeting_report.pdf)

Report of the 6th Meeting of the IPPC Capacity Development Committee (CDC 6)

[https://www.ippc.int/static/media/files/publication/en/2015/06/6th\\_CDC\\_meeting\\_report\\_final\\_kaSEyT8.pdf](https://www.ippc.int/static/media/files/publication/en/2015/06/6th_CDC_meeting_report_final_kaSEyT8.pdf)

Revised criteria for posting resources on the Phytosanitary resources page (CDC 6)

[http://www.phytosanitary.info/sites/phytosanitary.info/files/Updated\\_criteria.pdf](http://www.phytosanitary.info/sites/phytosanitary.info/files/Updated_criteria.pdf)

### 2. Project progress reports

STDF350 Project grant application (January 2011)

STDF350 Inception report (February 2012)

STDF350 1st Progress report (August 2012)

STDF350 2nd Progress report (April 2013)

STDF350 3rd Progress report (September 2013)

STDF350 4th Progress report (March 2014)

IPPC Request for no-cost extension (STDF Project 350) (September 2014)

STDF350 5th & 6th Progress report (February 2015)

Terminal Report, Rome 2015,

[http://www.standardsfacility.org/sites/default/files/STDF\\_PG\\_350\\_Terminal\\_Report.pdf](http://www.standardsfacility.org/sites/default/files/STDF_PG_350_Terminal_Report.pdf)

Evaluation of STDF/PG/350

### 3. Technical Resources developed under STDF/PG/350

The Phytosanitary Resources website ([www.phytosanitary](http://www.phytosanitary)) is offline since 14 May 2018. The IPPC guides and training materials were copied to <https://www.ippc.int/en/core-activities/capacity-development/guides-and-training-materials/>

**Table: Technical resources developed under project STDF350 (list from Terminal Report 2015, sorted by type)**

Resource name	Resource type	Completion date	Description
IPPC technical resources presentation	Advocacy (presentation)	September 2015	General presentation to support understanding of IPPC technical resources available.
Introduction to the International Plant Protection Convention presentation	Advocacy (presentation)	September 2015	General presentation for contracting party use to facilitate understanding of the main elements of the IPPC and its implementation
Pest risk analysis awareness raising materials	Advocacy material	April 2014	Advocacy material promoting the importance of pest risk analysis as an important tool in agriculture, trade, food security and the environment. (4 videos, 4 workshop training presentations, 4 posters)
E-learning of trade of forestry commodities	E-learning tool (interactive)	March 2013	Online course for understanding trade in forest commodities and the role of phytosanitary measures.
Dielectric heating treatment quick guide	Factsheet	April 2014	Guide to provide information on dielectric heating as a phytosanitary treatment for wood packing material.
Managing relationships with stakeholders fact-sheet	Factsheet	March 2015	Factsheet to introduce and promote use of the managing relationships with stakeholders IPPC technical resources, available in official FAO languages.
Establishment and operation of NPPOs factsheet	Factsheet	March 2015	Factsheet to introduce and promote use of the establishment and operation of NPPOs IPPC technical resources, available in official FAO languages.
Plant pest surveillance factsheet	Factsheet	March 2015	Factsheet to introduce and promote use of the plant pest surveillance IPPC technical resources, available in official FAO languages.
Establishing a NPPO manual	Manual	November 2015	A manual outlining the principal requirements for establishing an NPPO.
Operation of a NPPO manual	Manual	November 2015	A manual outlining the principal requirements for operating an NPPO.
Import verification manual	Manual	December 2015	A manual outlining import verification as an aspect of the broader subject of import regulation.
Export certification manual	Manual	December 2015	A manual outlining establishment and operation of a phytosanitary export certification system.
Diagnostics manual	Manual	December 2015	A manual providing a guideline for establishing a plant pest diagnostic laboratory.
Plant pest surveillance manual	Manual	December 2015	A manual providing information to support the surveillance activities that NPPOs need to undertake as part of national phytosanitary systems and for international obligations.
Manual of good practices: For participating in the	Manual	December 2015	A manual outlining the best practices for IPPC contracting parties to participate in the annual



International Plant			
Manual of good practices: support materials	Manual supplementary resources	July 2015	Supplementary resources to assist contracting parties participate in CPM. (CPM participant handouts and information sheets)
Participation in the Commission on Phytosanitary Measures (CPM)	Online guide	March 2014	Online guide to facilitate participation of contracting parties in CPM and other meetings.
Photo contest 'Pests without Borders' posters	Posters	March 2015	30 printed hard backed photo posters (75cm by 50cm) for display and electronic files available for download.
Establishing a NPPO training kit	Training kit	December 2015	A modular training kit for plant health professionals to train in establishment of a NPPO. (workshop training presentations)
Operation of a NPPO training kit	Training kit	December 2015	A modular training kit for plant health professionals to train in operation of a NPPO. (workshop training)
Phytosanitary Resources website	Website	July 2012	Developed to host contributed and IPPC developed technical resources

For the current list see: Implementation and Capacity Development Guides and Training Material, Updated on 2018/10/3,  
[https://www.ippc.int/static/media/files/publication/en/2018/10/List\\_ICD\\_guides\\_and\\_training\\_materials-2018-10-03.pdf](https://www.ippc.int/static/media/files/publication/en/2018/10/List_ICD_guides_and_training_materials-2018-10-03.pdf)

**Material on the IPPC Website** (accessed 28 Oct 2018)

<https://www.ippc.int/en/core-activities/capacity-development/guides-and-training-materials/>

Guides	Training Kits	Fact sheets
<ul style="list-style-type: none"> <li>• <a href="#">Market Access</a></li> <li>• <a href="#">Transit</a></li> <li>• <a href="#">Establishing a NPPO</a></li> <li>• <a href="#">Operation of a NPPO</a></li> <li>• <a href="#">Managing Relationships with Stakeholders</a></li> <li>• <a href="#">Import Verification</a></li> <li>• <a href="#">Export Certification</a></li> <li>• <a href="#">Plant Pest Surveillance</a></li> <li>• <a href="#">Plant Diagnostics</a></li> <li>• <a href="#">Good practices for CPM participation</a></li> <li>• <a href="#">IPPC meeting preparation support materials</a></li> <li>• <a href="#">Preparing a National Phytosanitary Capacity Development Strategy</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">e-learning course "Introduction to the International Plant Protection Convention"</a></li> <li>• E-learning on PRA (temporarily not available)</li> <li>• <a href="#">E-learning: Trade in forest commodities and the role of phytosanitary measures</a></li> <li>• <a href="#">PRA awareness material</a></li> <li>• <a href="#">Participation in the CPM</a></li> <li>• <a href="#">NPPO establishment training kit</a></li> <li>• <a href="#">NPPO operations training kit</a></li> <li>• <a href="#">IPPC introduction presentation</a></li> <li>• <a href="#">Capacity development and training resources presentation</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Dielectric heat treatment fact sheet</a></li> <li>• <a href="#">Plant Pest Surveillance</a></li> <li>• <a href="#">Establishment and Operation of NPPOs</a></li> <li>• <a href="#">Fact sheet on Managing Relationships with Stakeholder</a></li> <li>• <a href="#">PCE overview</a></li> <li>• <a href="#">PCE extended view</a></li> </ul>

4. Other documents and resources used (accessed on 15 OCT 2018)

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<https://www.adb.org/publications/modernizing-sanitary-and-phytosanitary-measures-expand-trade-and-ensure-food-safety>

Barbados Ministry of Agriculture (2014) Plant Quarantine Procedures Manual, <http://www.fao.org/3/a-i3588e.pdf>

FAO (2018) IPPC Guidance on Sea Container Cleanliness, <http://www.fao.org/publications/card/en/c/I8960EN>

FAO & WHO (2018) Codex Alimentarius Commission Procedural Manual, Twenty-sixth edition, <http://www.fao.org/publications/card/en/c/I8608EN>

FAO (2016) Guide to the implementation of phytosanitary standards in forestry, <http://www.fao.org/forestry/foresthealthguide/en/>

FAO/IPPC photo missions to Morocco, Chile, Senegal and Costa Rica are available at the FAO mediabase (2015) [www.mediabase.fao.org](http://www.mediabase.fao.org)

IC Project Reporting Template, <https://www.ippc.int/en/publications/86541/>

IPPC (2017) IPPC Guide to resource mobilization. Promoting contracting party partnerships, <http://www.fao.org/3/I7638EN/i7638en.pdf>

IPPC (2017) Preparing a national phytosanitary capacity development strategy. A phytosanitary capacity development training tool for NPPOs, <http://www.fao.org/3/i7766en/I7766EN.pdf>

IPPC National Phytosanitary Capacity Development Strategy, revised 2012, <http://www.ippc.int/static/media/files/publication/en/2016/01/IPPCCapacityDevelopmentStrategy-en.pdf>

IPPC Pests Without Borders photo contest published by la Repubblica (April 2015) <http://www.repubblica.it/>

IPPC Pests Without Borders photo contest published by National Geographic Italia (April 2014) [http://www.nationalgeographic.it/fotografia/2015/04/02/foto/parassiti\\_senza\\_frontiere\\_i\\_vincitori\\_del\\_concorso-2551944/1/?ref=HRESS-38](http://www.nationalgeographic.it/fotografia/2015/04/02/foto/parassiti_senza_frontiere_i_vincitori_del_concorso-2551944/1/?ref=HRESS-38)

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Jackson, Lee Ann & Hanna Vitikala (2016) Cross-cutting issues in regional trade agreements: Sanitary and phytosanitary measures. In: Acharya, R. (2016), Regional Trade Agreements and the Multilateral Trading System, WTO, Geneva, <https://doi.org/10.30875/6e743052-en>.

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WTO (2015), Sanitary and Phytosanitary Measures: Ensuring Safe Trading without Unnecessary Restrictions, 20th Anniversary Brochures, WTO, Geneva, <https://doi.org/10.30875/2e3623e2-en>.

WTO (2018), Mainstreaming Trade to Attain the Sustainable Development Goals, World Trade Organization, Geneva, <https://doi.org/10.30875/9c96f135-en>.

## ANNEX 5: Logframe Matrix (from final ProDoc)

Objectives	Performance Indicators	Means of Verification	Assumptions / Risks
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<p>Goal: Production and trade losses due to plant pests reduced</p>	<p>Increase of export share of plant products by developing countries (GDP/GNI agriculture [plants and plant products] including forestry)</p>	<p>Statistics and databases of FAO, WTO, WB, UNCTAD, etc.  National data</p>	<p>No significant change in climate or other parameters that may exacerbate pest pressure and make current phytosanitary measures insufficient to control outbreaks Other factors affecting trade remain unchanged</p>
<p>Outcome: The capacity of developing country NPPOs to manage national aspects of the plant health system is enhanced</p>	<p>Reduction of rejections of consignments on phytosanitary grounds (percentage) Countries reporting through the International Phytosanitary Portal (IPP) quarantine pest outbreaks improved by year 2 Increase in number of positive reports made by Contracting Parties indicating improved implementation of IPPC and ISPMs</p>	<p>Data from RASFF, OASIS, etc. IRSS survey data PCE evaluations IPP reports and IRSS data Regional Plant Protection Organizations (RPPO) and National Plant Protection Organization (NPPO) reports IRSS reports</p>	<p>Decision-makers are sensitized on the importance of providing sufficient resources, both financial and personnel to NPPOs</p>
<p>Output: Internationally accepted set of manuals, Standard Operating Procedures (SOPs) and training kits produced and promoted amongst IPPC contracting parties.</p>	<p>Availability on the IPPC portal for immediate downloading of at least 20 documents by end of year two. Number of procedures, kits and manuals adapted and utilized by contracting parties by year 2 of the project.</p>	<p>Budget expended for development and production of manuals, Standard Operational Procedures (SOPs) and training kits. IPP resource page Data on country downloads of manuals and procedures developed IPPC data on number of countries requesting copies. Data on number of printed copies produced on a "just in time" (i.e. printed only when ordered) basis.</p>	<p>Continuous support from the IPPC Commission on Phytosanitary Measures (CPM) Countries possessing technical resources are willing to make them available for adaptation by the project and distribution IP rights issues are addressed as necessary</p>

**ANNEX 6: Website Analytics of the Phyto Resources website (phytosanitary.info)**

The Phyto Resources website (www.phyotosanitary.info) has been offline since 14 May 2018. The content and the log files are not available at the moment. IPPC is recovering the documents internally.

The Website analysis used the refinancing traces of the Phyto Resources website offline, thus conclusions are limited.

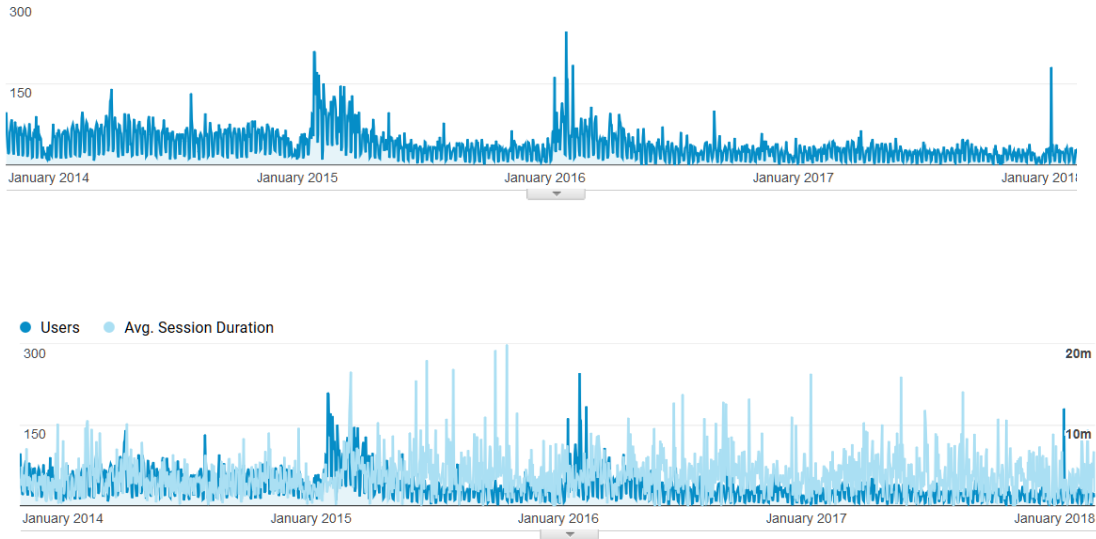
The evaluation has access to Google Site Analytics that cover the period January 2014 to April 2018. The Website was used by over 42 000 users. Usage peaks in January 2015 and January 2016 (after the end of the project) are still evident. This coincides with the "Pests without Borders" photo competition.

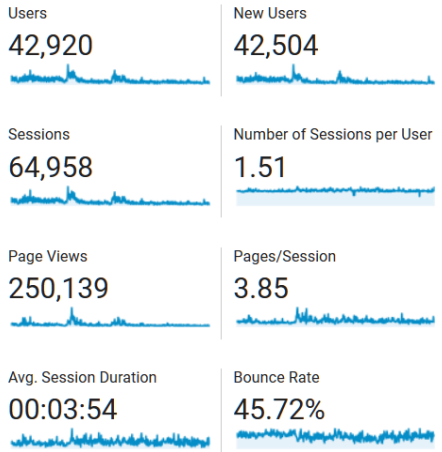
Most users arrived from Google search and left after one page view. There was a high bounce rate. The usage dropped after the project's end, however core users remained accessing the Website for longer sessions.

Origin of users by country and cities of Internet access show high usage in developed countries, with few developing country hits. Most active users were the Admin and other users in Rome. Returning users were few, but the logout statistics show a couple of active users in a series of countries, among others Egypt and Montenegro.

About 10 different Websites still link to phytosanitary.info.

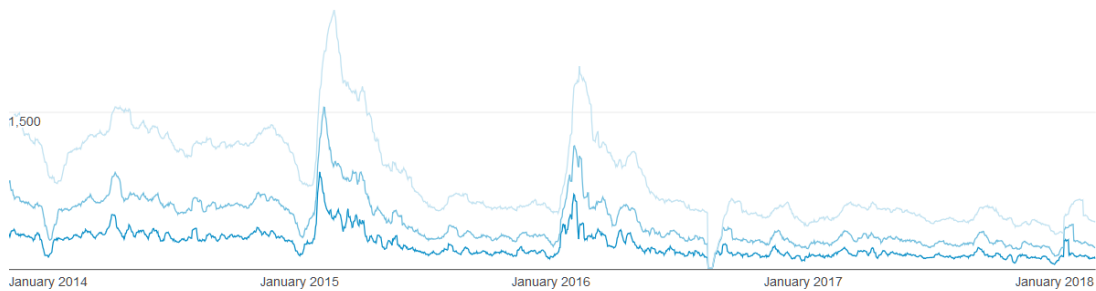
**Users and Session Duration**





Country	Users	% Users
1.  United States	842	9.45%
2.  Italy	521	5.85%
3.  India	350	3.93%
4.  Russia	337	3.78%
5.  Canada	335	3.76%
6.  Australia	304	3.41%
7.  Ukraine	301	3.38%
8.  France	292	3.28%
9.  United Kingdom	240	2.69%
10.  China	222	2.49%

City	Users	% Users
1. (not set)	972	10.72%
2. Rome	353	3.89%
3. Kyiv	141	1.55%
4. Canberra	137	1.51%
5. Chiyoda	137	1.51%
6. Ottawa	119	1.31%
7. Beijing	117	1.29%
8. Moscow	103	1.14%
9. Paris	98	1.08%
10. Riverdale Park	95	1.05%



1-Day Active Users <b>16</b> % of Total: 100.00% (16)	7-Day Active Users <b>104</b> % of Total: 100.00% (104)	14-Day Active Users <b>204</b> % of Total: 100.00% (204)	28-Day Active Users <b>450</b> % of Total: 100.00% (450)
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1.	Italy	3,308(12.52%)
2.	United States	2,441(9.24%)
3.	Russia	1,215(4.60%)
4.	Canada	904(3.42%)
5.	France	793(3.00%)
6.	Australia	784(2.97%)
7.	United Kingdom	762(2.88%)
8.	India	737(2.79%)
9.	Japan	702(2.66%)
10.	Ukraine	603(2.28%)
11.	Brazil	472(1.79%)
12.	China	457(1.73%)
13.	Germany	450(1.70%)
14.	Spain	370(1.40%)
15.	(not set)	339(1.28%)
16.	Egypt	321(1.21%)
17.	Belgium	316(1.20%)
18.	Costa Rica	311(1.18%)
19.	Switzerland	310(1.17%)
20.	Mexico	302(1.14%)
21.	Netherlands	297(1.12%)
22.	Thailand	271(1.03%)
23.	South Africa	267(1.01%)
24.	South Korea	260(0.98%)
25.	Poland	256(0.97%)
26.	Kenya	235(0.89%)
27.	Argentina	231(0.87%)
28.	New Zealand	229(0.87%)
29.	Colombia	219(0.83%)
30.	Georgia	218(0.83%)
31.	Belarus	206(0.78%)
32.	Greece	205(0.78%)
33.	Morocco	195(0.74%)
34.	Peru	187(0.71%)
35.	Ecuador	169(0.64%)
36.	Fiji	169(0.64%)
37.	Indonesia	160(0.61%)
38.	United Arab Emirates	154(0.58%)
39.	Malaysia	152(0.58%)

40.	Ghana	148(0.56%)
41.	Vietnam	147(0.56%)
42.	Turkey	136(0.51%)
43.	Latvia	135(0.51%)
44.	Philippines	131(0.50%)
45.	Qatar	130(0.49%)
46.	Chile	123(0.47%)
47.	Jamaica	120(0.45%)
48.	Uruguay	119(0.45%)
49.	Barbados	110(0.42%)
50.	Iran	109(0.41%)

### Users and Sessions by City

City		New Users	Sessions
		16,495	26,422
		% of Total: 100.12% (16,475)	% of Total: 100.00% (26,422)
1.	Rome	719(4.36%)	2,719(10.29%)
2.	(not set)	1,735(10.52%)	2,661(10.07%)
3.	Chiyoda	213(1.29%)	468(1.77%)
4.	Ottawa	322(1.95%)	465(1.76%)
5.	Moscow	199(1.21%)	419(1.59%)
6.	Riverdale Park	198(1.20%)	353(1.34%)
7.	Paris	234(1.42%)	331(1.25%)
8.	Canberra	158(0.96%)	281(1.06%)
9.	San Jose	86(0.52%)	246(0.93%)
10.	Beijing	180(1.09%)	239(0.90%)
11.	Kyiv	192(1.16%)	236(0.89%)
12.	London	142(0.86%)	225(0.85%)
13.	Tbilisi	63(0.38%)	217(0.82%)
14.	Nairobi	98(0.59%)	196(0.74%)
15.	Saint Petersburg	78(0.47%)	191(0.72%)
16.	Bangkok	114(0.69%)	189(0.72%)
17.	Giza	77(0.47%)	188(0.71%)
18.	Melbourne	97(0.59%)	184(0.70%)
19.	Bari	83(0.50%)	175(0.66%)
20.	Suva	82(0.50%)	165(0.62%)
21.	Brussels	107(0.65%)	161(0.61%)

22.	Geneva	84(0.51%)	138(0.52%)
23.	Buenos Aires	81(0.49%)	137(0.52%)
24.	Riga	47(0.28%)	131(0.50%)
25.	Doha	34(0.21%)	130(0.49%)
26.	Dubai	54(0.33%)	128(0.48%)
27.	Bogota	96(0.58%)	128(0.48%)
28.	Pretoria	72(0.44%)	125(0.47%)
29.	Hyderabad	64(0.39%)	123(0.47%)
30.	Sydney	84(0.51%)	121(0.46%)
31.	Mexico City	74(0.45%)	121(0.46%)
32.	Incheon	52(0.32%)	119(0.45%)
33.	Minsk	70(0.42%)	112(0.42%)
34.	Kingston	27(0.16%)	107(0.40%)
35.	La Victoria	65(0.39%)	106(0.40%)
36.	Madrid	79(0.48%)	101(0.38%)
37.	Athens	65(0.39%)	98(0.37%)
38.	Wellington	62(0.38%)	97(0.37%)
39.	Odesa	76(0.46%)	97(0.37%)
40.	Montevideo	41(0.25%)	97(0.37%)
41.	Fort Collins	56(0.34%)	95(0.36%)
42.	Santiago	71(0.43%)	93(0.35%)
43.	Quito	41(0.25%)	93(0.35%)
44.	Paramaribo	37(0.22%)	89(0.34%)
45.	Perth	46(0.28%)	88(0.33%)
46.	Auckland	55(0.33%)	87(0.33%)
47.	New Delhi	59(0.36%)	82(0.31%)
48.	Port-of-Spain	24(0.15%)	81(0.31%)
49.	Managua	47(0.28%)	79(0.30%)
50.	Tallinn	54(0.33%)	79(0.30%)

#### Most active single users (more than 1 logout)

Argentina	/users/nuriniyazi
Brazil	/users/reginasugayama
Brazil	/users/robertopapa
Canada	/users/ericallen
Canada	/users/gavinedwards
Egypt	/users/nader-elbadry
Egypt	/users/mohamed-hanafy
Egypt	/users/ahmedaboulmagd



Egypt	/users/alyabdella
Egypt	/users/mityushev
Egypt	/users/orlinskieppofr
Egypt	/users/vlastaknapic
Georgia	/users/mariam-chubini
Germany	/users/necmiaksoy
Ghana	/users/maimouna
Ghana	/users/maxwellatsu9777
Hong Kong	/users/clivelau
India	/users/nirzar
Iran	/users/marypayayahocom
Italy	/users/admin
Italy	/users/annaduthie
Italy	/users/camilobelmont
Italy	/users/carmen-bullon
Italy	/users/maimouna
Italy	/users/mariam-chubini
Italy	/users/markborg
Italy	/users/marypayayahocom
Italy	/users/prabhpath
Italy	/users/robertopapa
Lithuania	/users/ericallen
Macedonia	/users/vlastaknapic
Mexico	/users/guillermobbmag2001
Montenegro	/users/brianstynes
Montenegro	/users/claire-sansford
Montenegro	/users/ebbe-nordbo
Montenegro	/users/ericrboa
Panama	/users/cesarnoepino
Portugal	/users/patrickgomes
Qatar	/users/bidoeng
Russia	/users/orlinskieppofr
Russia	/users/burnettwayne
Russia	/users/mityushev
Russia	/users/ringolds-arnitis
Sri Lanka	/users/jayaninimanthika
Sri Lanka	/users/dro

Switzerland	/users/admin
Switzerland	/users/melaniebateman
UAE	/users/brendancowled
United States	/users/cjuranek
United States	/users/mohamed-hanafy
United States	/users/xuyan98
United States	/users/xuyan98ippc
UAE	/users/hahassan

#### Sites linking to phytosanitary.info

According to <http://www.seo-backlink-tools.de/index.html?page=Links&LD=http://phytosanitary.info>

<http://blog.plantwise.org>

<http://cahfsa.org/news-and-announcements/12-news/45-2016-ippc-photo-contest-the-shocking-impacts-of-pests>

<http://irss.ippc.int/about>

<http://irss.ippc.int/irss-questions-tags/ispm15>

<http://jocressurrection.free.fr/modules.php?name=Forums&file=viewtopic&p=79170>

<http://jocressurrection.free.fr/modules.php?name=Forums&file=viewtopic&t=71201&start=0&postdays=0&postorder=asc&highlight=>

<http://lfsyamalarikahan.10tr.net/showthread.php?tid=27&pid=2139&mode=threaded>

<http://passel.unl.edu/pages/printinformationmodule.php?idinformationmodule=1130447293>

<http://passel.unl.edu/pages/printinformationmodule.php?idinformationmodule=1130447293>

<http://projects.phytosanitary.info>

[http://senti71.free.fr/site%20dc/upload/index.php?file=Forum&page=viewtopic&forum\\_id=6&thread\\_id=115320](http://senti71.free.fr/site%20dc/upload/index.php?file=Forum&page=viewtopic&forum_id=6&thread_id=115320)

<http://technologytr.com/forum/showthread.php?p=548742&posted=1>

<http://www.nappo.org/en/?sv=&category=workshop&title=ISPM+15>

<http://www.nappo.org/english/work-program/symposiums-workshops-presentations/implementation-ispm-15-regulation-wood-packaging-material-international-trade/>

<http://www.playkb.com/forum/showthread.php?t=2295&page=8&p=24233&posted=1>

<http://www.ponteproject.eu/news/xylella-fastidiosa-chosen-case-study-ippc-implementation-pilot-project-pest-surveillance/>

<http://www.ypard.net/news/ippc-photo-contest-pests-without-borders>

<https://www.nappo.org/english/work-program/symposiums-workshops-presentations/implementation-ispm-15-regulation-wood-packaging-material-international-trade/>

## ANNEX 7: Detailed Survey Results

Are you aware of the Guides and Training Kits offered by International Plant Protection Convention Secretariat? (Resources are on <https://www.ippc.int/en/core-activities/capacity-development/guides-and-training-materials/>) 26 responses:

Yes	18	69.2%
No	6	23.1%
Not sure	2	7.7%

How useful are the following Guides and Training Kits to you?

	very useful	interesting	not needed
Plant Pest Surveillance Guide	20	4	0
Import Verification Guide	19	5	0
Establishing a NPPO Guide	18	5	0
Export Certification Guide	18	5	0
Operation of a NPPO Guide	17	7	0
Plant Diagnostics Guide	15	8	0
Market Access Guide	13	9	0
Transit Guide	13	10	0
Managing Relationships with Stakeholders Guide	13	8	1
Good practices for CPM participation Guide	11	9	1
Preparing a National Phytosanitary Capacity Development Strategy Guide	11	8	1
IPPC meeting preparation support materials Guide	8	12	1

Which of the following IPPC Guides did you use in the past?

	used	not used
Export Certification Guide	20	3
Import Verification Guide	18	4
Plant Pest Surveillance Guide	18	3
Operation of a NPPO Guide	16	7
Establishing a NPPO Guide	14	7
Preparing a National Phytosanitary Capacity Development Strategy Guide	12	8
Plant Diagnostics Guide	11	9
Market Access Guide	10	8
Good practices for CPM participation Guide	10	10
IPPC meeting preparation support materials Guide	10	9
Transit Guide	9	10
Managing Relationships with Stakeholders Guide	8	11

Which challenges did you face to use the IPPC Guides and Training Kits? 23 responses

Lack of training budget	18
Lack of available guidance	9
Lack of time for training	8
Translation or language problems	6
Did not find the suitable material	4

Which other aspects of Phytosanitary capacity development do you want to mention? 19 responses

Implementation Guidelines
-Incursion investigation and response -Eradication
Preparation of plant protection policy and legislative framework
Import Risk Assessment
Training on e-Phyto and development of Phytosanitary development strategy
e phyto
PRA

more information on implementation of of ePhyto  
 Updating of pest list  
 Insufficient data base to conduct risk analysis  
 Legislation, equivalency  
 Inspection, sampling, notification, information exchange, PFA  
 package with implementation.  
 Phytosanitary certifications system  
 The PCE tool has been very useful in identifying the areas to be improved in the NPPO  
 Problemes pour suivvre  
 Did not know of existence of some of these materials  
 Pest Risk Analysis  
 None for now

*What capacities are lacking in NPPOs to improve/maintain access to external markets and/or support national import and export certification programmes?*

20 responses  
 Pest Surveillance and operational budget resources for updating pests lists  
 -Lack of plant pest/disease surveillance capability -Lack of plant pest/disease surveillance data management -Absence of country pest/disease list and/or regulated pest/disease list  
 Infrastructure (laboratories, equipment, materials, post quarantine facilities), human capacities (specialists, technicians), policy and legal framework  
 Import Risk Assessment  
 e-Phyto: lack of funds to establish e- Phyto  
 budget  
 PRA  
 Conducting of Surveillance and Pest Risk Analysis  
 lack of human ressource, training, locomotion means, weaker SPS capacity, notification rarely done, implementation of standards, PRA  
 Lack of Human and financial resources to review and update pest list and conduct surveillance  
 Basics on plant Biosecurity.  
 No enough technical capacities, Lack of budget, SOPs, Lack of appropriate equipments and infrastructures, ISPMs and Guides not disseminate (lack of training budget); Communication means, trainings program  
 lack of knowledge of NPPO officials on negotiation for market access.  
 Technical expertise is not enough (knowledge and quantity)  
 Lack of quick diagnostic tools to test commodities at borders  
 soutenir les programmes de certification  
 lack of published import requirements, contact points are not reachable. Language problems.  
 Capacity of PRA  
 Pest surveillance  
 Diagnostic capabilities; Modern Legislations, Financial, Infrastructural

*What is your main role in answering this survey? 25 responses*

Official IPPC Contact Point	18
Other National Plant Protection Organization (NPPO) staff	7
Other expert or retired	0

*For which country, region or organization do you answer this survey?*

24 responses: Asia, BURUNDI, Barbados, Botswana, CÔTE D'IVOIRE, Fiji, Grenada, Jamaica, Lao PDR, Latvia, MADAGASCAR, Montenegro, NPPO Guyana, Namibia, Nepal, Palau, R Moldova, Sao Tome et Principe, South West Pacific Region, The Gambia NPPO, Zambia.