

STDF STRATEGY

**2020-
2024**

SAFE AND INCLUSIVE TRADE HORIZONS FOR DEVELOPING COUNTRIES



A GLOBAL PARTNERSHIP FACILITATING SAFE TRADE WORLDWIDE

The Standards and Trade Development Facility (STDF) is a global partnership to facilitate safe trade, contributing to sustainable economic growth, poverty reduction and food security. The STDF promotes improved food safety, animal and plant health capacity in developing countries. This helps imports and exports to meet sanitary and phytosanitary (SPS) requirements for trade, based on international standards.

The STDF brings together diverse stakeholders from across agriculture, health, trade and development. It promotes collaborative and coherent action to champion safe and inclusive trade, in support of the Sustainable Development Goals. The STDF's founding

partners are the FAO, OIE, World Bank Group, WHO and WTO, including the Codex and IPPC Secretariats.

Through convening and connecting stakeholders across its knowledge and project work, and piloting and learning from innovative, collaborative and cross-cutting approaches, the STDF influences and catalyses SPS capacity development work globally. Being part of the STDF allows members to achieve more effective and sustainable results together, than would be possible alone.

All members benefit from improved access to, and exchange of, information and experiences, identification and dissemination of good practices, and

opportunities to promote synergies and learn from innovative and collaborative approaches in SPS capacity development work.

Ultimately, this influences and drives sustainable improvements in SPS capacity in developing countries, leveraging more support and resources for SPS investments and promoting improved SPS outcomes. Public and private sector in developing and least developed countries benefit from better and more effective SPS interventions, and the adoption and replication of good practices, including via STDF projects.

FOREWORDS



QU Dongyu
Director-General

Improvements in food safety, animal health and plant health enable the market access needed to boost food and nutrition security, economic growth and poverty alleviation. The Food and Agriculture Organization of the United Nations (FAO), Codex Alimentarius Commission and International Plant Protection Convention play an important role in global SPS governance and capacity building.

In a world facing unprecedented global challenges, we need stronger commitment, innovative partnerships and inclusive business models to achieve sustainable food and agriculture. FAO values the engagement of the STDF partnership to reinforce SPS capacities making it easier for small-scale farmers, producers and traders to connect to global, regional and local agri-food markets.

FAO welcomes the new STDF Strategy that is set to innovate, disseminate, catalyse and help transform the SPS potential at country level. FAO remains committed to further strengthen collaboration in support of the 2030 Agenda for Sustainable Development.



Food and Agriculture
Organization of the
United Nations



Monique Eloit
Director General

The OIE aims to improve animal health worldwide through the development of science-based international standards, guidelines and recommendations. Strengthening the capacity of veterinary services to use and implement OIE standards helps governments to control and manage animal diseases and zoonoses, and facilitates safe trade in animals and animal products.

As a founding partner of the STDF, the OIE recognizes the role and value of the STDF partnership in strengthening coordination among providers of SPS capacity building to enhance developing countries' ability to meet international standards and benefit from trade opportunities, including through development and implementation of innovative projects. The OIE looks forward to continuing its collaboration with the STDF partnership under its new Strategy.



OIE WORLD ORGANISATION FOR ANIMAL HEALTH
Protecting animals, preserving our future



Martien van Nieuwkoop
Global Director
Agriculture and Food
Global Practice

The World Bank Group (WBG) provided seed funding to establish the STDF, alongside multiple partners, in 2004. Since then, the global partnership has been a strong contributor to developing and implementing sustainable solutions for SPS challenges in low- and middle-income countries. Together, the STDF and the WBG have helped countries in areas such as agribusiness, food safety, trade facilitation and improved border management, and the development of benchmarks and data for strong analytics.

The new 2020-2024 Strategy recognizes that the STDF business model has been very effective over the years and reinforces this model. The WBG is confident that the STDF will continue to play an important role in improving the implementation of effective and efficient SPS measures to support safe trade and looks forward to continued collaboration.



WORLD BANK GROUP



**Tedros Adhanom
Ghebreyesus**
Director-General

Unsafe food is a risk to human health, causing illness, malnutrition and personal suffering. In addition, it can have a large economic impact, resulting in lost productivity, disrupted trade, and high health care costs. International food safety standards play a critical role in protecting consumers from unsafe food and ensuring fair trade practices.

Together with our partners, WHO is committed to continuing its work within STDF to promote dialogue between key players and drive multisectoral collaboration to build developing countries' capacities to comply with the Codex Alimentarius standards, enabling international market access and ensuring safe food for all people, no matter where they live and what they eat. This ultimately supports the achievement of the WHO Triple-Billion targets and the Sustainable Development Goals.



World Health
Organization



Roberto Azevêdo
Director-General

Enabling better livelihoods for farmers, processors and traders across the globe by facilitating safe and inclusive trade is at the heart of WTO's work. With tariffs at historically low levels, the ability to meet non-tariff measures, including for food safety, animal and plant health, is more critical than ever for businesses in developing countries to take advantage of international market opportunities.

By providing a forum for coordination and dialogue across stakeholders in agriculture, health, trade and development, the STDF contributes to WTO's Aid for Trade Initiative. Through its knowledge work and collaborative projects, the STDF promotes partnerships and delivers cross-cutting solutions across value chains in developing countries, supporting the Sustainable Development Goals. The WTO is proud to host and support the STDF Secretariat in implementing the new five-year Strategy.



WORLD TRADE
ORGANIZATION

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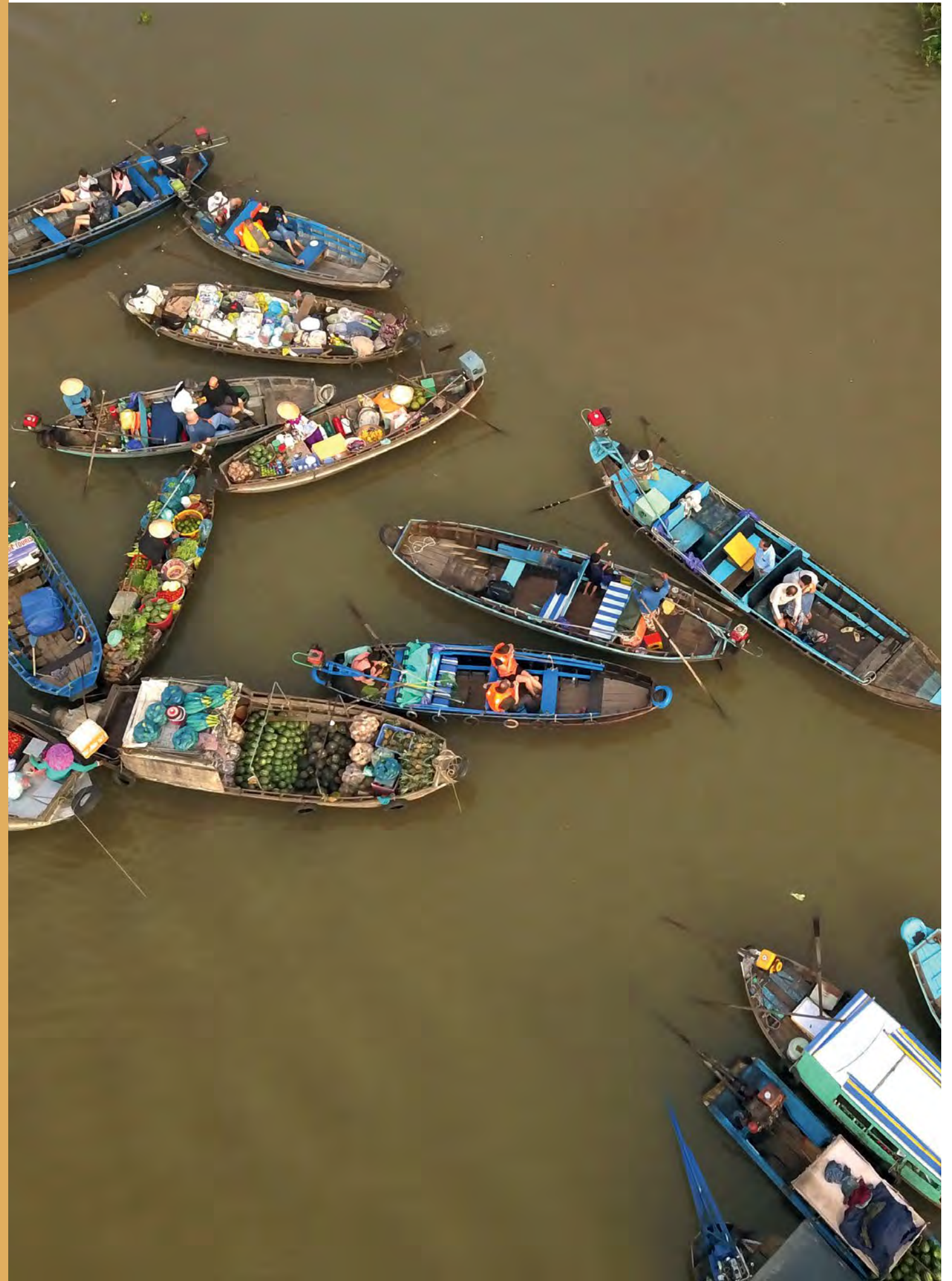
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- STDF's Monitoring, Evaluation and Learning framework
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STDF
STRATEGY
2020-2024
Snapshot



Why this matters

For small-scale farmers, producers, traders and governments in developing and least developed countries, being able to meet international food safety, animal and plant health standards and other trade requirements clears the path to global and regional markets in food and agriculture products. This creates opportunities to add value across supply chains and promote growth that is more inclusive, in turn generating employment, increasing incomes and securing people's livelihoods.

What we are aiming for

The STDF drives safe, inclusive trade and development outcomes in support of the UN's 2030 Agenda.



VISION

Sustainable economic growth, poverty reduction and food security



GOAL

Increased and sustainable SPS capacity in developing countries



OUTCOME 1

More synergies and collaboration driving catalytic SPS improvements in developing countries

Working at a global, regional and national level, the STDF will Convene and Connect diverse stakeholders with a role in SPS capacity development.



OUTCOME 2

Greater access to, and use of, good practices and knowledge products at global, regional and national level

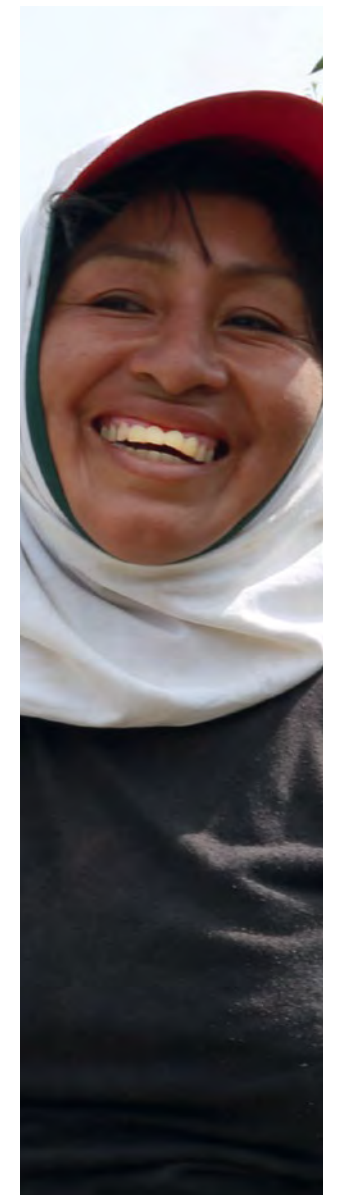
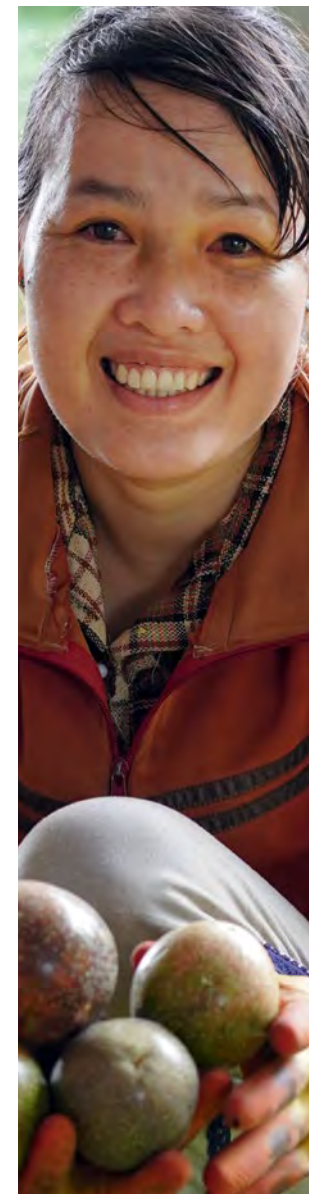
STDF will deliver demand-driven activities to Pilot and Learn from collaborative and innovative approaches in developing SPS capacity.

How we will work

STDF's partnership drives *catalytic SPS improvements* in developing countries. Through the global platform, knowledge work and funding to develop, implement and learn from innovative pilot projects, STDF stimulates and influences sustainable improvements in SPS capacity.

Who will benefit

Public and private sector in developing and least developed countries benefit from better and more effective SPS projects and the adoption and replication of good practices, including via STDF projects.

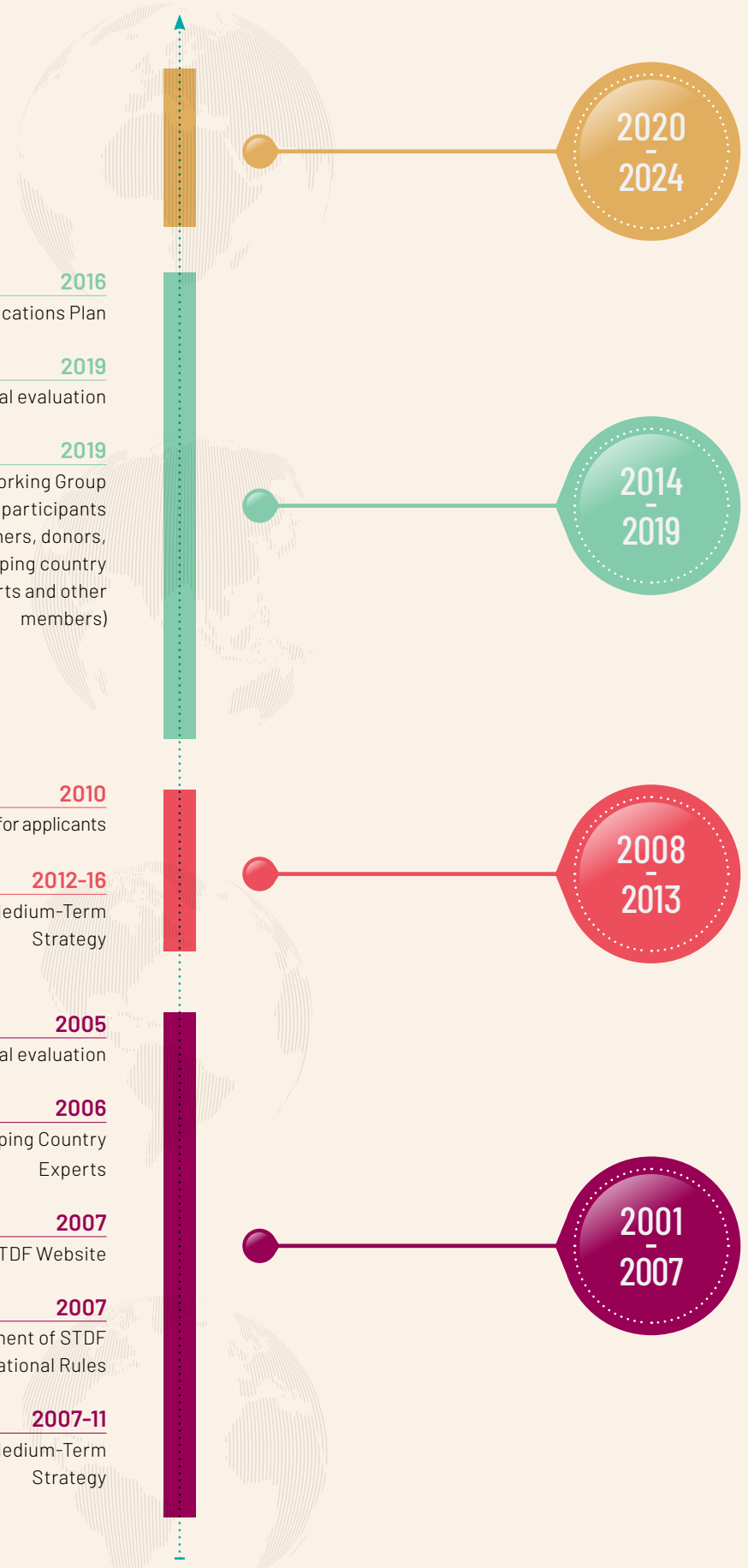


STDF
2004 - 2019
Highlights

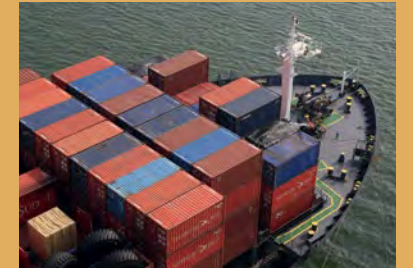


STDF Timeline

2020-24 STDF Strategy	2016 Communications Plan
2014 External evaluation	2019 External evaluation
2014 New website	2019 Working Group 50 participants (partners, donors, developing country experts and other members)
2015-2019 STDF Medium-Term Strategy	2010 Guidance note for applicants
2015 6 Developing country experts	2012-16 STDF Medium-Term Strategy
2015 Monitoring and Evaluation Framework	2005 External evaluation
2008 External evaluation	2006 3 Developing Country Experts
2009 Development of STDF's knowledge work	2007 STDF Website
2001 Joint Doha statement by FAO,OIE, WHO, WBG and WTO	2007 Development of STDF Operational Rules
2002 Set up of the STDF Secretariat	2007-11 STDF Medium-Term Strategy
2003 First Working Group 10 participants (only partners)	
2004 Business Plan	



2001

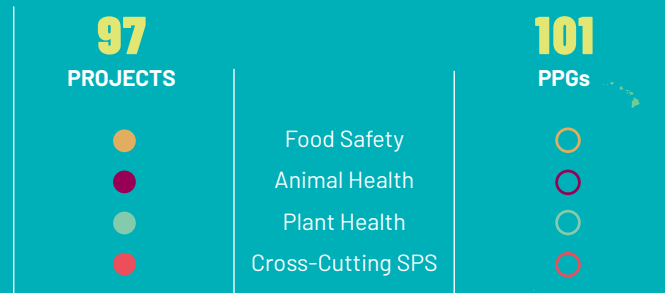


2020

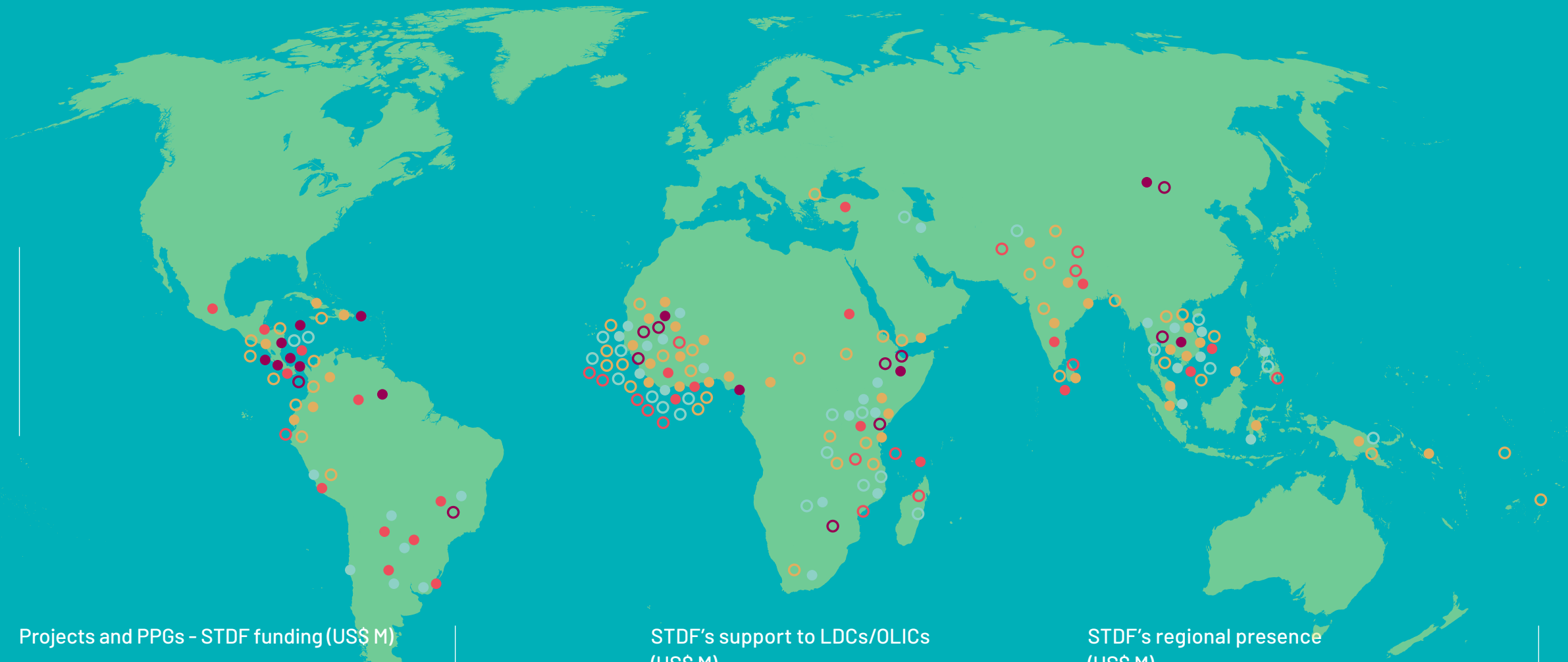
STDF

2004-2019 Results

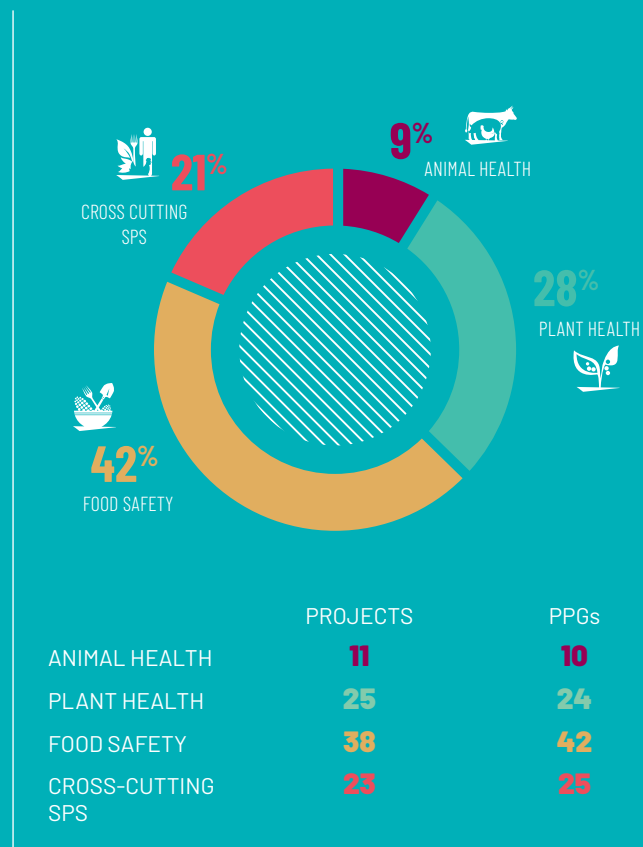
Map of STDF projects/PPGs worldwide*



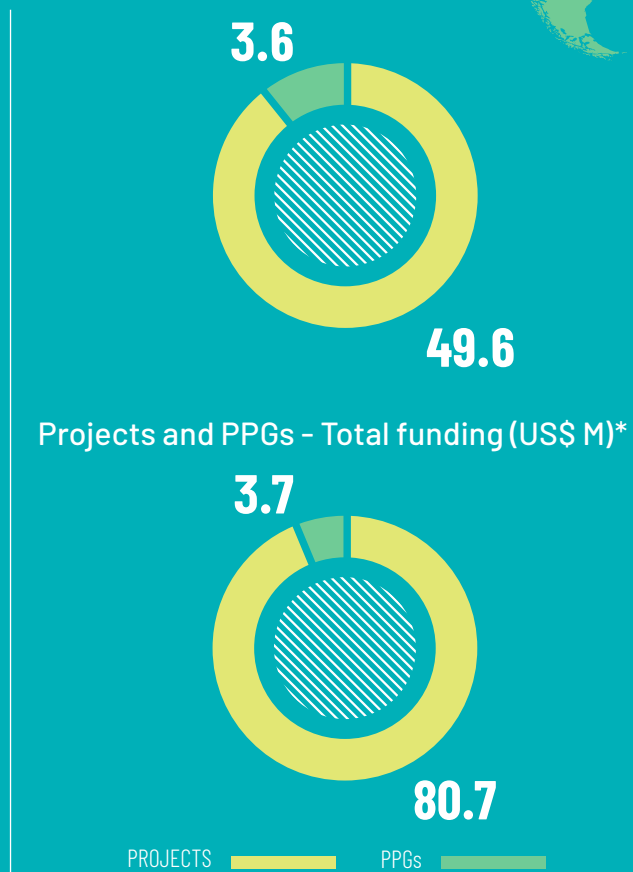
* Symbolic illustration of STDF's project/PPG portfolio



STDF's investment in food safety, animal health, plant health, cross-cutting projects/PPGs (US\$ M)

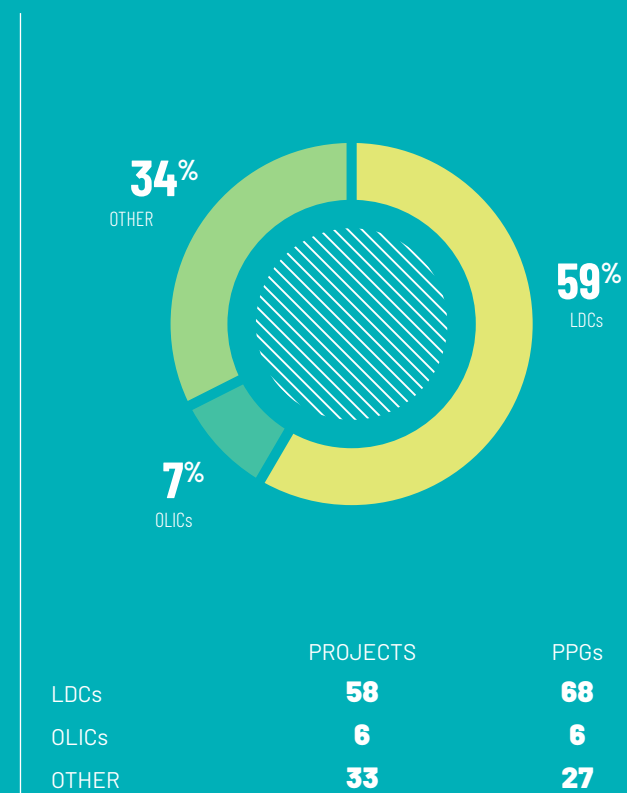


Projects and PPGs - STDF funding (US\$ M)

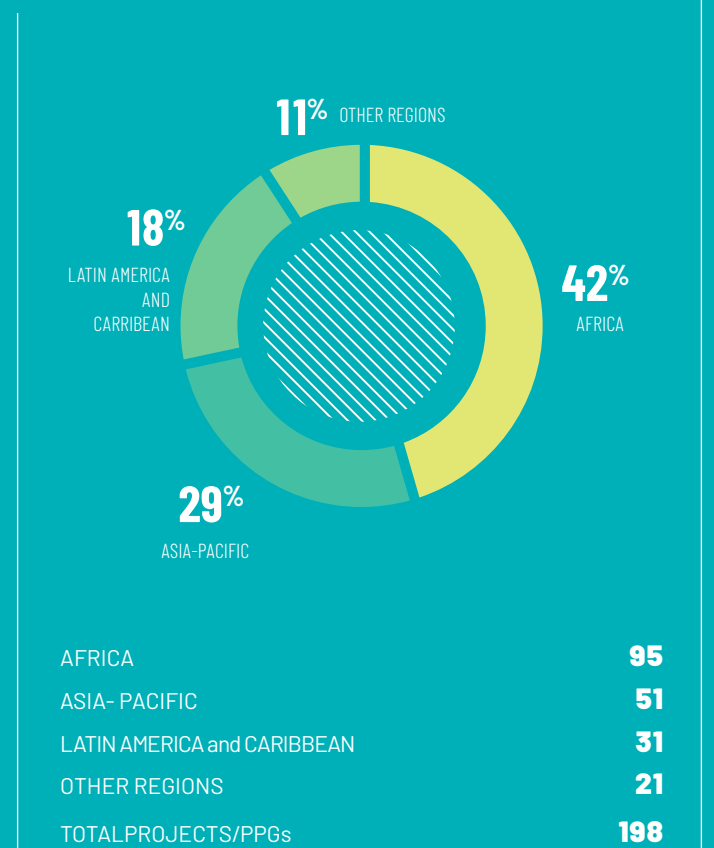


* STDF funding plus resources mobilized

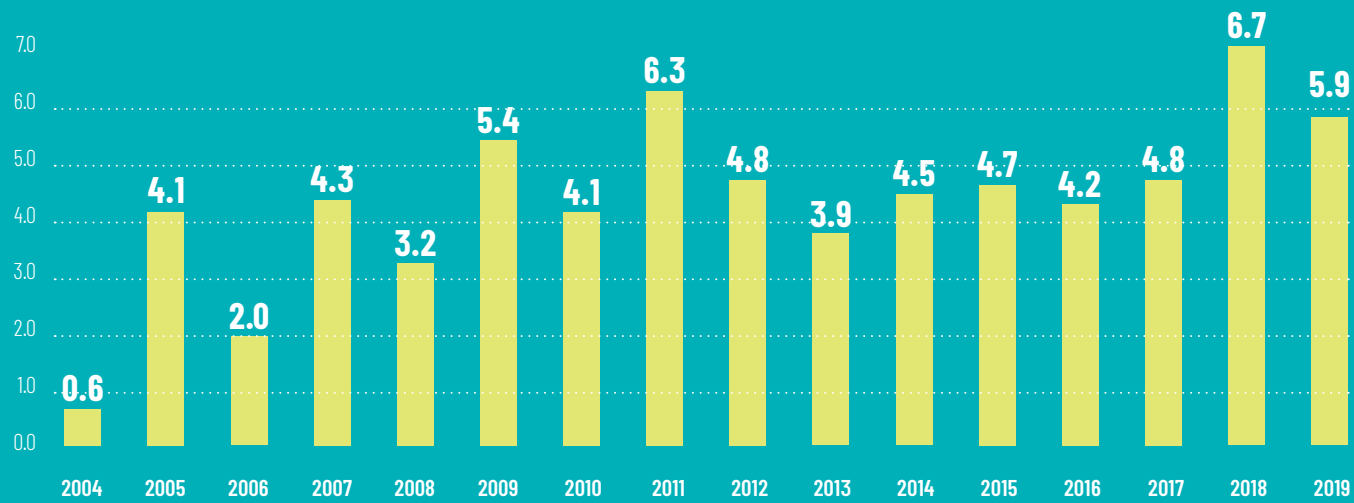
STDF's support to LDCs/OLICs (US\$ M)



STDF's regional presence (US\$ M)



STDF 2004-2019 Donor Contributions (US\$ M)



STDF knowledge products



STDFSECRETARIAT@WTO.ORG



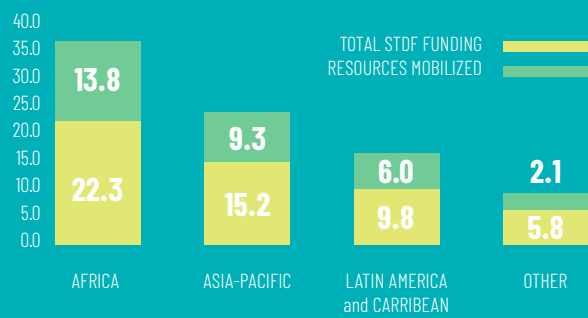
STANDARDSFACILITY.ORG



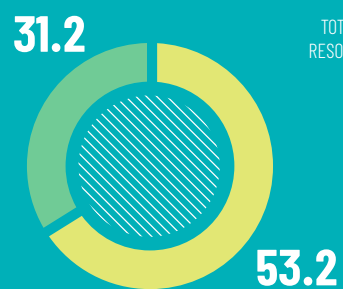
#STDF



STDF's role in mobilizing resources (US\$ M)



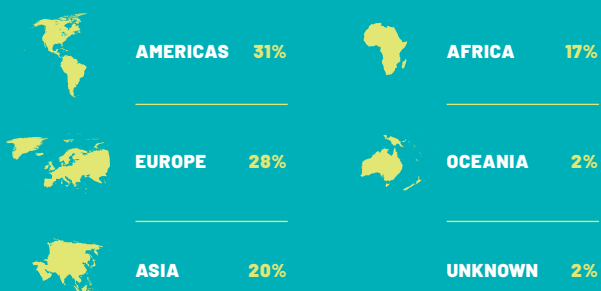
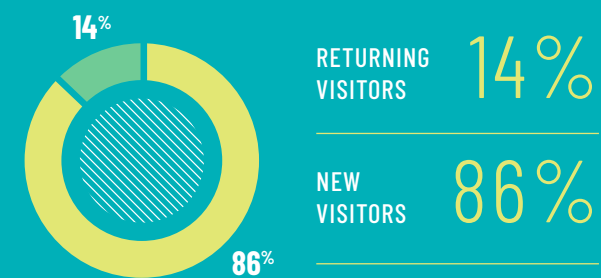
TOTAL FUNDING



STDF 2004-2019 Events



WEBSITE



* data only available from 2014 to 2019

NEWSLETTER



SUBSCRIBERS TO DATE

5,000

Highlights from evaluations

EXTERNAL EVALUATION, 2019

THE STDF IS RESPONDING TO THE NEEDS OF DEVELOPING COUNTRIES IN ITS FOCUS ON BUILDING SPS CAPACITIES TO ENABLE AND UNLOCK TRADE.

THE STDF AND THE STDF SECRETARIAT HAVE DELIVERED OUTPUTS AND RESULTS BEYOND WHAT MIGHT BE EXPECTED GIVEN THEIR BUDGET AND RESOURCES.

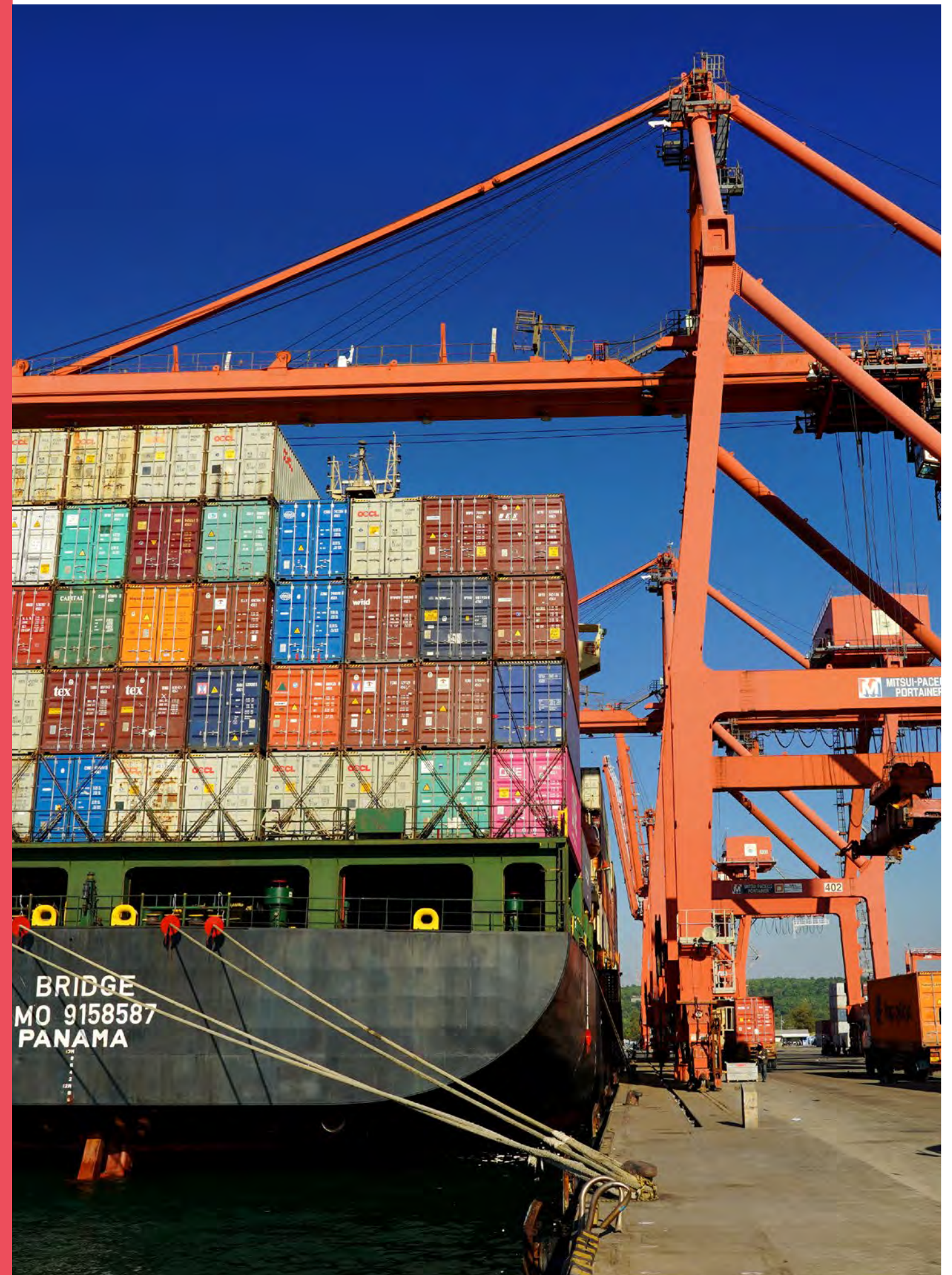
BEYOND RESULTS: LEARNING THE LESSONS FROM STDF PROJECTS

STDF PROJECTS SCORE VERY HIGHLY ON RELEVANCE, EFFECTIVENESS, AND EFFICIENCY.

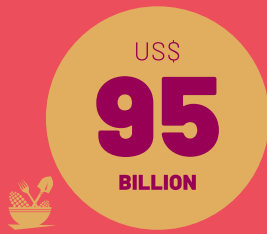
STDF PROJECTS ARE EVALUATED USING OECD/DAC CRITERIA, RAISING THE QUALITY OF EVALUATIONS.



FROM A
CHANGING
GLOBAL
LANDSCAPE
to creating
safe trade
opportunities



The context



Unsafe food (inducing illness, disability and premature deaths) leads to productivity losses of about US\$95 billion a year in low and middle-income countries.¹



Just one animal disease, Peste des petits ruminants (PPR), causes up to US\$2.1 billion in economic losses each year, affecting 330 million of the world's poorest people.²



Plant pests and diseases are responsible for losses of around 10-16% of global harvests each year, at an estimated cost of over US\$220 billion.³

Today's global trade landscape is changing. Regional and South-South trade is expanding, alongside the emergence of global agri-food value chains. At the same time, the bar is rising on safety for food and agricultural imports, linked to food safety concerns and food fraud. Plus there is growing evidence of the speed at which plant pests and animal diseases can cross borders and cause damage.

Governments and the private sector are more aware of the negative effects of SPS capacity gaps on exports, jobs and economic development. Across continents, climate change is adding to the problem of pests and diseases that are threatening food safety and animal and plant health, putting agricultural production and the environment at risk. The rapid growth in digitalization and modern technologies presents new challenges, as well as opportunities, particularly in developing countries.

Safe trade has the potential to drive economic growth, increase incomes in poor areas, promote domestic food security, protect the environment and improve public health and empower women.

For small-scale farmers, producers, traders and governments in developing and least developed countries, being able to meet international food safety, animal and plant health standards and other trade requirements clears the path to global and regional markets in food and agriculture products. This creates opportunities to add value across supply chains and promote growth that is more inclusive and gender equitable, in turn generating employment, increasing incomes and securing people's livelihoods.

Emerging trends



Growth in agri-food global value chains (GVCs), regional trade and South-South trade



Jobs in micro, small- and medium-sized enterprises (MSMEs) including for women and youth



Greater focus on how to reduce trade costs linked to the WTO Trade Facilitation Agreement



Regional integration with the African Continental Free Trade Area (AfCFTA) and other regional trade agreements



Digitalization and access to technologies transforming agricultural development and trade

STDF's contribution to the Global Goals

Against this global backdrop of economic and climate change pressures that put livelihoods at risk, STDF contributes to safe, inclusive trade and development outcomes in support of the UN's 2030 Agenda.

STDF's 2020-2024 Strategy supports:



In addition, the Strategy contributes to:



STDF'S VISION LINKED TO THE SDGs
SUSTAINABLE ECONOMIC GROWTH, POVERTY REDUCTION and FOOD SECURITY

¹ www.worldbank.org/en/topic/agriculture/publication/the-safe-food-imperative-accelerating-progress-in-low-and-middle-income-countries

² www.oie.int/eng/PPR2015/doc/PPR-Advocacy-EN.pdf

³ www.ippc.int/fr/news/minimizing-the-impact-of-plant-pests-a-global-surveillance-system-for-crop-diseases/

STDF STRATEGY 2020-2024:

safe and inclusive
trade horizons
for developing
countries



Building on STDF's track record

The STDF is responding to the needs of developing countries in its focus on building SPS capacities to enable and unlock trade.

The STDF and the STDF Secretariat have delivered outputs and results beyond what might be expected given their budget and resources.

External Evaluation, 2019

This Strategy provides a pathway for the future building on STDF's track record, rather than a major shift in direction. It positions STDF's role around two key outcomes where it can deliver added-value for its members and beneficiaries in developing and least developed countries, driving catalytic SPS improvements that facilitate safe trade.

The 2019 external evaluation reconfirmed STDF's key role as a knowledge network and catalyst to develop and roll out collaborative, innovative SPS projects. Following an in-depth look at the performance of the partnership across all its work areas since 2014, the evaluation highlighted the STDF's added-value and set out new recommendations to shape its future direction.

Drawing on the evaluation, and experiences and lessons learned to date, this Strategy focuses on:

- consolidating and building on STDF's strengths and performance to improve results
- further developing the partnership to expand reach and resources

This firmly links to the UN's 2030 Agenda, which sets out a shared blueprint for people, prosperity and the planet. Attention to cross-cutting issues – such as gender and the environment – across STDF's knowledge and project work will support inclusive SPS capacity development, so that trade generates decent work and productive employment opportunities for women and men, and benefits the planet.

2020-2024 Strategy development with STDF members

STDF's Strategy was developed through an open, collaborative and participatory process, allowing STDF partners and other members to provide substantive and strategic inputs, including on mechanisms of change. The process included hands-on, facilitated workshops in Geneva in March, July and October 2019. It involved internal consultations with STDF members, each engaging their own networks. An electronic survey captured views on specific areas of STDF's work and past performance, as well as opportunities to consolidate and build on these experiences moving ahead.

This approach enabled STDF members to openly discuss and assess the degree of innovation and convergence required to consolidate the STDF's partnership and delivery model, while identifying specific areas and themes where the STDF could further evolve and develop. This has ensured that the Strategy consolidates and builds on STDF's unique role and past performance. At the same time, it allowed the partnership itself to innovate and evolve, reflecting the current ecosystem for SPS capacity development and the range of organizations involved, as well as the key SPS needs and challenges facing developing countries.

Consolidating and building on STDF's strengths and performance to improve results

Convening and connecting STDF members and others involved in supporting SPS capacity development from a health, agricultural development, private sector, environmental and trade perspective. By bringing together diverse organizations – each with their own networks of public and private sector partners – the STDF promotes coherence and synergies to address persistent and emerging SPS challenges, and drive forward collaborative solutions. The international standards recognized in the SPS Agreement provide the technical foundations of the partnership's work.

Piloting and learning from innovative, collaborative and regional approaches to improve SPS capacity in developing countries. The STDF will continue to focus its grant mechanism on project preparation and project grants based on strong local demand and ownership, where there is a compelling SPS challenge or opportunity, and a clear rationale for STDF support. Given the size of the STDF Trust Fund, relative to larger multilateral and bilateral programmes to develop SPS capacity, STDF resources will pilot innovative, collaborative and regional approaches with

the potential to influence and catalyse SPS improvements. This will generate experiences and lessons that can inform and influence the work of STDF members and others to bring about wider change.

Sharing experiences and lessons learned, facilitating dialogue and influencing SPS capacity development work globally. The STDF will consolidate its role as a global platform for dialogue and learning on SPS capacity development. It will continue to provide a way to share available know-how, tools and good practices, and build on what exists. This will strengthen coordination and cooperation, avoid unnecessary duplication in individual efforts, and identify and create synergies across the membership and with other related initiatives.

Further developing the partnership to expand reach and resources

Strengthening STDF's knowledge work by building more robust thematic workstreams cutting across food safety and animal and plant health and trade, linked to STDF projects and other relevant activities. This will be done in a way that encourages STDF members to become more actively engaged in developing, using and disseminating knowledge products. Building on the evaluation's recommendations, STDF members may be invited to join practitioner groups to strengthen the delivery and results of thematic work. Strategic alliances on priority topics for safe trade will be developed with relevant global and regional programmes and initiatives across the public and private sector.

Promoting deeper synergies across STDF's knowledge work and project portfolio to boost learning, ensure that good practices reflect experiences from the ground, and take advantage of opportunities to test new approaches to SPS capacity development and scaling. Drawing on the evaluation's recommendations, more will be done to expand synergies and promote innovation within the partnership. Cases where synergies have emerged – including on electronic SPS certification, P-IMA's evidence-based framework to inform SPS decision-making, and public-private partnerships – will be used as a model. Opportunities will be sought to encourage innovation across STDF's global platform, knowledge and project work, including in monitoring, evaluation and learning.

Expanding STDF's role in leveraging support for SPS capacity development to scale-up results. By the end of 2019, the STDF approved over US\$53 million for projects and PPGs, which had leveraged an estimated US\$31.2 million in additional resources (mainly budgeted in-kind, with some financial contributions) from national governments, donors, the private sector and other sources. Further developing the STDF's ability to mobilize resources beyond 2020 is critically important given the size of the Trust Fund, and the increasing number of funding requests received. STDF members will be engaged to support resource mobilization across STDF projects and PPGs, and explore new models for financing SPS capacity development, building on knowledge work including P-IMA's evidence-based framework.

Strengthening STDF's operational capacity and delivery model will help to further innovate and develop the partnership's reach for improved results. Improvements will be targeted across two key areas, drawing on inputs from members: (i) monitoring, evaluation and learning (MEL); and (ii) communications and global outreach. The STDF's theory of change – supported by a new MEL framework – will provide the focus to improve results-based management, track performance at the outcome level, and assess STDF's contribution to facilitate safe trade. A new communications plan will underpin efforts to expand outreach and promote good practices and knowledge products at the global, regional and national level, allowing STDF's work to have greater influence on target audiences.

Delivering results, influencing change

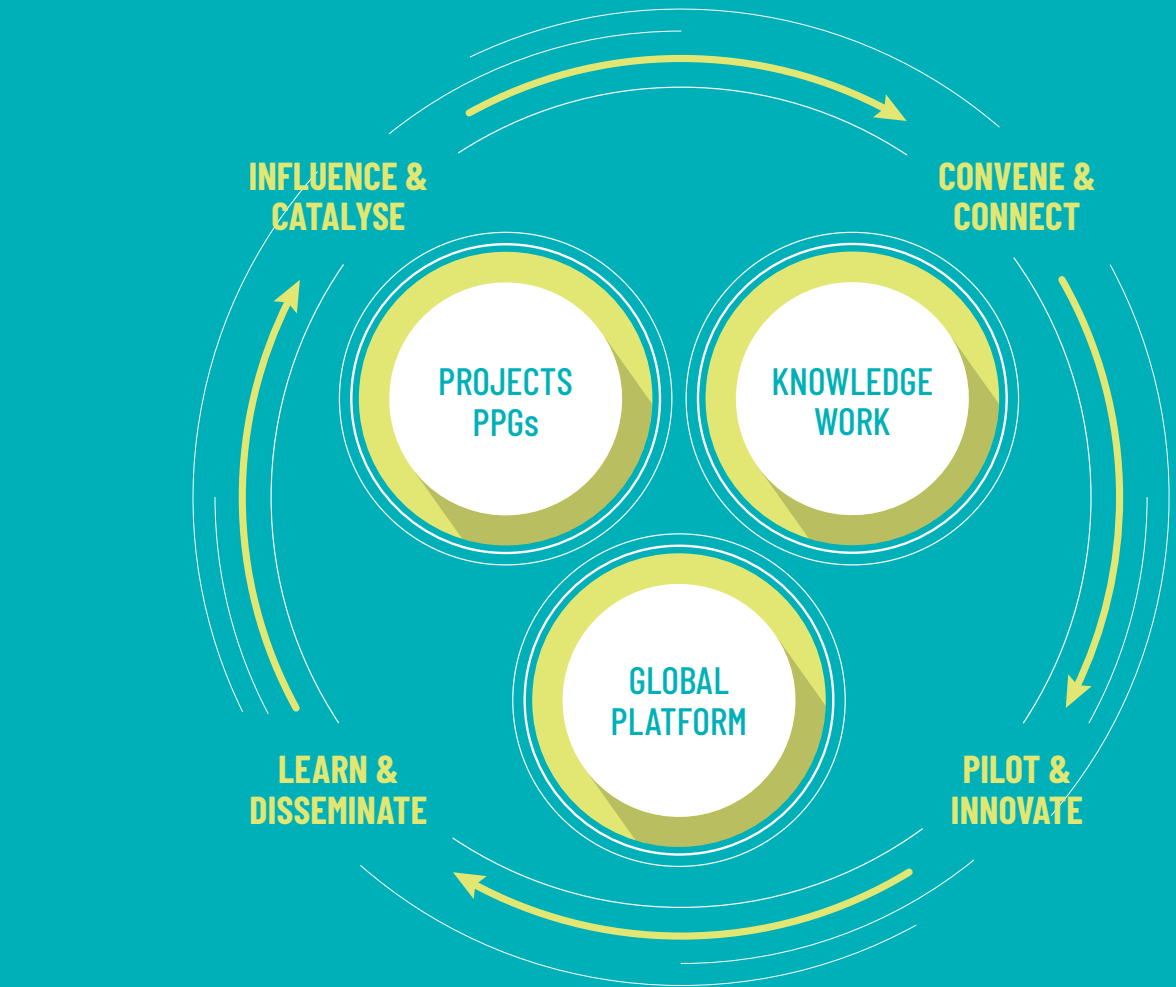
The STDF's theory of change sets out how the STDF aims to deliver results and influence change, based on its unique value proposition:



It stems from the conviction that more synergies and collaboration, and greater access to, and use of good practices and knowledge products at global, regional and national level, will drive catalytic improvements in SPS capacity in developing and least developed countries, and facilitate safe trade.

Safe trade means trade that is in line with the WTO SPS Agreement, which sets out the basic rules for food safety and animal and plant health standards and requires regulations to be based on science (see Annex 1).

STDF's Theory of Change



Goal: STDF’s contribution to increased and sustainable SPS capacity in developing countries

SPS capacity is the ability to perform SPS management functions, solve SPS problems, and set and achieve SPS objectives in a sustainable manner. (See Annex 1)

The STDF supports its members and stakeholders in developing countries to pilot collaborative and innovative approaches with the power to bring about sustainable improvements in SPS capacity.

Government authorities are responsible for complying with the provisions of the SPS Agreement and providing the necessary guarantees that exports from their countries meet international standards and other SPS requirements for trade. The private sector – including small-scale farmers, micro, small and medium-sized enterprises, and industry associations – has a crucial role to play in rolling out good practices to ensure that products meet international standards and other SPS requirements. Inputs from consumer organizations, research and academia support these efforts.

The STDF encourages use of the SPS capacity evaluation tools developed by STDF partners to identify what is needed to strengthen SPS systems. These include:

- [FAO/WHO Food Control System Assessment Tool](#)
- [IPPC’s Phytosanitary Capacity Evaluation \(PCE\) Tool](#)
- [OIE’s Performance of Veterinary Services \(PVS\) Pathway](#)

STDF’s evidence-based approach to inform and improve SPS planning and decision-making ([P-IMA](#)) helps to link SPS investments to policy goals, while encouraging public-private dialogue, boosting transparency and accountability, making the business case for increased investments in SPS systems.



Strategy focus on two key outcomes

To meet its goal, the STDF will focus on achieving two related and closely inter-connected outcomes

OUTCOME 1

MORE SYNERGIES AND COLLABORATION DRIVING CATALYTIC SPS IMPROVEMENTS IN DEVELOPING COUNTRIES

Coordination between organizations with a role in developing SPS capacity, whether via the lens of agricultural or private sector development, health protection or trade facilitation, is essential to drive catalytic and sustainable SPS improvements on the ground. Dialogue and information exchange encourages synergies, alignment and coherence in interventions, improving results. STDF’s global platform, knowledge work, and projects and PPGs create opportunities for collaboration to influence and drive catalytic SPS improvements that can be leveraged, scaled-up and replicated more widely.

OUTCOME 2

GREATER ACCESS TO, AND USE OF, GOOD PRACTICES AND KNOWLEDGE PRODUCTS AT GLOBAL, REGIONAL AND NATIONAL LEVEL

Drawing on the expertise of its partners, the STDF identifies, develops and disseminates good practices and knowledge products that focus attention on topics that cut across food safety, animal and plant health and trade to influence and support SPS capacity development. This work promotes access to guidance and tools developed by STDF members to support their wider use at global, regional and national level.

MECHANISMS OF CHANGE

WORKING AT A GLOBAL, REGIONAL AND NATIONAL LEVEL, THE STDF WILL ACHIEVE ITS TWO OUTCOMES BY:

- convening and connecting diverse stakeholders with a role in SPS capacity development
- delivering demand-driven activities to pilot and innovate
- learning from and disseminating the results and experiences
- catalysing and influencing change that drives sustainable SPS improvements in developing and least developed countries

GLOBAL PLATFORM

STDF convenes and connects diverse public and private sector organizations across agriculture, health and trade to exchange experiences, identify opportunities for collaboration, and promote a more coherent approach to SPS capacity development.

As part of this platform, the Working Group allows members to share and learn from each other’s work, helping to disseminate, influence and scale up good practices more widely.

KNOWLEDGE WORK

STDF’s knowledge work on cross-cutting thematic topics (including public-private partnerships, electronic SPS certification and good regulatory practice) identifies and promotes good practices to improve SPS capacity development outcomes.

Knowledge work convenes members, drawing on their technical expertise, and influencing SPS capacity development work more broadly.

PROJECTS AND PPGs

Projects and PPGs convene and connect public, private and other stakeholders at global, regional and country level to pilot innovative and collaborative approaches, leverage expertise and resources, and deliver results, including in LDCs.

Projects and PPGs link to STDF’s knowledge work, allowing all those involved to learn about what works well and less well. Sharing the experiences helps to influence and catalyse SPS improvements more widely.

EXAMPLES OF SELECTED OUTPUTS

- Good practice briefing notes and user-friendly knowledge products (publications, films, etc.) on specific topics to help improve SPS outcomes and facilitate safe trade
- Global and regional client-facing events to share experiences and increase awareness on good practices to develop SPS capacity in developing countries
- Electronic practitioner groups and networks to exchange information and learning
- Outputs of STDF projects and PPGs: lessons about what works well and less well in SPS capacity development and new (replicable) approaches and tools

Measuring success by 2024

The STDF's MEL framework – including a logical framework with smart indicators, assumptions and sources of data at different levels – will complement this Strategy and support efforts to monitor its implementation.

During the period 2020-2024, the achievement of STDF's outcomes and programme goal will be tracked through a set of quantitative indicators, accompanied by case stories to provide qualitative evidence of STDF's role in promoting catalytic change in SPS capacity in developing countries.

Qualitative case studies will illustrate how STDF good practices and knowledge products are used by government authorities in developing countries, as well as STDF members, to inform and support SPS capacity development at global, regional and national level. These efforts will be complemented by thorough baseline studies, evaluations of STDF projects and the overall STDF programme, and assessments and meta-evaluations of SPS capacity development more broadly.

MEASURING STDF's PROGRAMME GOAL:

Increased and sustainable SPS capacity in developing countries

Evidence will be gathered, as far as possible, on the contribution of the STDF to increased SPS capacity (see Annex 1). Where relevant and feasible, this may include data from SPS capacity assessments.

MEASURING OUTCOME 1:

More synergies and collaboration driving catalytic SPS improvements in developing countries

Progress will be assessed on the generation, strengthening and maintenance of collaborative SPS relationships at global, regional and national levels.

MEASURING OUTCOME 2:

Greater access to, and use of, good practices and knowledge products at global, regional and national level

Progress will be measured on the creation, dissemination and uptake of good practices and knowledge products generated and shared by the STDF.



Risks and assumptions

This Strategy takes into account existing, new and emerging risks affecting the STDF (see Annex 2). Achieving the outcomes and results in STDF's theory of change is dependent on the following key assumptions:

STDF members actively engage in delivery and dissemination of STDF work:

As a multi-stakeholder partnership, the results and performance achieved by the STDF depend on and reflect the contributions made by STDF partners and other members to support the planning and delivery of different workstreams. This includes primarily:

- active engagement of members in the STDF Working Group;
- technical and other support to the planning and delivery of STDF knowledge work, projects and PPGs;
- proactive support to disseminate, share, make use of and further scale-up – within their own programmes and projects in developing countries – innovative and collaborative approaches to strengthen SPS capacity. This will also include good practices and knowledge products, developed through the STDF.

Clear and user-friendly messaging fully aligned to the work of STDF partners and others:

To be of interest and value to SPS practitioners and other stakeholders in developing countries, good practices and knowledge products will be tailored to the needs of the target audience. Complex subjects will be presented in a clear and user-friendly way so that the end users understand the relevance for their own work, and what they can do in practice to follow-up. To ensure consistent and clear messaging, STDF knowledge products will reflect and be aligned to the technical work of STDF partners and others, and they will aim to link to and disseminate sector-specific guidelines, manuals and products developed by STDF partners.

Stakeholders aware of the STDF and able to access and implement good practices, knowledge products:

Public and private sector stakeholders in developing countries need to be aware about the STDF and able to access and implement good practices and knowledge products developed through the partnership. This depends on the support of all STDF members to work with the Secretariat to support the delivery of the STDF Communications Plan. It also depends on the commitment and readiness of members – as well as developing country governments and other stakeholders at the regional and country level – to identify and pursue opportunities to help public and private sector stakeholders in developing countries to implement and make use of good practices and knowledge products.

Ability to monitor and measure change:

Achieving and reporting results under the Strategy is closely linked to the ability to monitor and measure change linked to STDF's knowledge and project work. Clarity in the STDF's theory of change, supported by a MEL framework that includes smart indicators, will enable the performance and results of STDF's work to be measured. STDF members will play a key role in providing inputs to this end.

Resources and skills consistently available:

Technical and staff resources need to be available within STDF members to support delivery of the Strategy. The contribution of substantive and timely inputs, technical guidance and other support from STDF members is essential to the sound operation and delivery of all aspects of the STDF's work. This includes for instance, decision-making on grant applications, the exchange of information and experiences, and the planning and delivery of knowledge work. In addition, adequate resources and skills need to be consistently available in the STDF Secretariat to support delivery of the Strategy.

**DELIVERING
2020-2024
STRATEGY:**

transforming
the partnership's
results and reach



A partnership approach to deliver results

All STDF members will work together to deliver and monitor results under this Strategy:

- STDF partners, including the Codex and IPPC Secretariats, have a key role to play in guiding work under the two outcome areas, and providing technical guidance and inputs to STDF's knowledge and project work.
- Other members, including donors, other international and regional organizations, private sector members and developing country experts, make important contributions, linked to their work, to achieve the two outcomes, and ensure catalytic and sustainable SPS improvements.

Engagement with relevant Aid for Trade and other programmes, including the Enhanced Integrated Framework (EIF), will help to leverage synergies and strengthen results.



A governance structure to promote cooperation

STDF's governance structure provides a unique mechanism to deliver on the Strategy, in line with the STDF's Operational Rules. The Operational Rules underpin the Strategy, and provide guidance on the STDF's organization and operation, members' roles and responsibilities and the STDF Secretariat.

STDF Policy Committee – including high-level representatives of partners and donors, and selected developing country experts – provides guidance and oversight on the direction of work, assesses progress and performance, and supports visibility and resource mobilization.

STDF Working Group brings together members bi-annually to plan, review, monitor and drive forward work under the Strategy, supporting results, improving the efficiency of interventions and mobilizing additional investments to strengthen SPS systems. The Working Group prepares, approves and implements annual work plans, in cooperation with the STDF Secretariat. It considers and makes decisions on new knowledge work, as well as applications for STDF funding. Members play an active role in supporting implementation of the MEL framework and Communications Plan, and in developing synergies with other programmes.

STDF Secretariat leads on the delivery of the STDF work plan, alongside STDF partners and other members, and manages day-to-day operations, under the guidance of the Working Group. The Secretariat actively supports the Working Group, including organizing and reporting on meetings, and driving STDF's knowledge work. It supports developing country applicants to submit funding applications, and manages the project and PPG portfolio. In cooperation with members, it leads on delivering the Communications Plan and MEL framework, as well as resource mobilization to ensure that funding targets are met and resources are available to deliver the Strategy.

STDF's Monitoring, Evaluation and Learning framework

The STDF's MEL framework – which will accompany this Strategy – outlines a practical framework to track progress in terms of achieving results, provide feedback on the management of the Facility and to distil, learn from and communicate key experiences and lessons across STDF's work programme. It will consolidate the focus on results-based management, building on the STDF external evaluation and the previous M&E framework. This will ensure more emphasis on learning, reinforcing the value-proposition of STDF in piloting, innovating, influencing and catalysing SPS good practices.

To better report on results, and ensure upwards accountability, effective monitoring, evaluation and learning will depend on collaborative efforts that actively engage STDF members, as well as governments and other stakeholders in developing countries. The MEL framework will have a dual purpose in meeting donors' accountability needs, as well as strengthening STDF's learning function through the global platform, knowledge work, and individual projects and PPGs. More emphasis will go to tracking the results achieved and measuring how results and experiences are shared across countries, regions and globally.

The MEL framework will be designed to ensure that any changes are undertaken with a view to keeping the system simple, practical and cost-effective. It will be developed and rolled out with a focus on practically assessing those areas that are within STDF's influence and reach.

STDF's Communications Plan

The STDF's Communications Plan aims to extend the reach and impact of STDF's work by building greater awareness of the importance of investing in SPS capacity among developing country governments, as well as the broader trade and development community. The Plan will put a strong emphasis on reaching target audiences in developing countries in line with the external evaluation, supporting an increased take-up and use of STDF knowledge, tools and project support.

The Communications Plan, developed in 2016, will be updated and strengthened to support STDF partners, donors and other members to collectively champion outreach efforts by bringing on board their communications counterparts. An updated online platform and social media presence will be adopted to promote the Plan. To further raise its visibility, the STDF brand will be refreshed through use of graphics, images and design, and prominently feature STDF partners, donors and other members.

STDF communications will continue to focus on developing compelling and high-quality products, including across publications, multi-media and digital content to support the achievement of results under the Strategy. This will include regularly identifying and communicating effectively on results, linked to the MEL framework. In developing STDF communications, beneficiaries in developing countries will be empowered to tell their stories and share their knowledge and lessons across a national, regional and global audience.

Resources to deliver the 2020-2024 Strategy

Predictable and sustainable funding, ideally in the form of multi-annual commitments, will be essential to deliver on this Strategy and achieve the outcomes identified in the STDF's theory of change. Contributions to the STDF trust fund, established under the financial regulations and rules of the WTO, will be sought from both existing and new donors.

To deliver on the Strategy for 2020-2024, the STDF has an annual target level of funding of US\$7 million. This figure represents an increase of 40%, compared to the financial target up until the end of 2019. It is based on an analysis of the staffing needed to deliver the STDF's Strategy, linked to recommendations in the external evaluation.

ANNEXES



Annex 1

STDF Strategy 2020-2024: SPS management

The WTO SPS Agreement seeks to ensure health protection, while avoiding unnecessary barriers to trade. It:

- allows governments to provide the level of health protection they deem appropriate, while seeking to ensure that SPS measures are not misused for protectionist purposes and do not result in unnecessary barriers to trade.

- recognizes that meeting science-based SPS measures may result in some trade transaction costs, but these costs should be no higher than necessary.
- encourages governments to use the international standards, guidelines and recommendations developed by the Codex Alimentarius on food safety, the OIE on animal health, and the IPPC on plant health.

SPS measures are measures intended to protect human, animal or plant life or health against risks arising from the entry, establishment or spread of pests, diseases, disease-carrying organisms or disease-causing organisms; or to protect human or animal health against risks arising from additives, contaminants, toxins or disease-causing organisms in foods, beverages or feedstuffs; or otherwise to prevent or limit damage from the entry, establishment or spread of pests. (Annex A, SPS Agreement)

SPS capacity is the ability to perform SPS management functions, solve SPS problems and set and achieve SPS objectives in a sustainable manner.

Hierarchy of trade-related SPS management functions⁴



⁴Based on the "Hierarchy of trade-related SPS management functions", World Bank Group, 2005.

Annex 2

STDF Strategy 2020-2024: Risk matrix

RISK	LIKELIHOOD	MITIGATION STRATEGY
Limited interest of developing country stakeholders in STDF's work	LOW	Ongoing efforts will be made to ensure that STDF work remains relevant and targeted to the SPS needs of developing countries, building on key issues raised at relevant meetings organized by STDF partners and others. Complementary efforts will be undertaken to share good practices, knowledge products and information on funding opportunities to promote up-take and use by developing country stakeholders.
Inadequate resources (including financial, human resources, time) to deliver STDF's Strategy	MEDIUM	Relationships with existing and new donors will be actively nurtured to ensure contributions to the Trust Fund based on targets. Delivery of STDF's MEL framework and communications plan will help to track and showcase performance and results and support fundraising efforts. Increased human resources in the STDF Secretariat (based on the 2019 evaluation's recommendations) will provide the necessary capacity.
Lack of engagement of members in STDF's work	LOW	STDF members will be encouraged to re-commit to the partnership and to provide the necessary time and resources to support delivery of the Strategy. The STDF Secretariat will continue to engage actively with members, during and between Working Group meetings, to ensure that the STDF's work remains relevant and of value, and contributes to their objectives. Members of the Working Group will be encouraged to: (i) share information on the STDF's work within their own organizations and networks; (ii) contribute towards delivery of the STDF's work plan, communication plan and MEL framework; and (iii) identify opportunities for synergies with their work.
External factors of specific relevance to STDF projects	MEDIUM	Dedicated attention will be given to identify and assess specific risks (such as the turn-over of key staff, institutional changes, political instability, conflict, emergence of new pests/diseases that challenge trade, etc.) of relevance to STDF projects at the project design stage, and to proactively and regularly re-assess and manage risks during implementation.

STDF: A global partnership to facilitate safe trade

Founding Partners



Including

- CODEX**
Codex Alimentarius Commission Secretariat
- IPPC**
International Plant Protection Convention Secretariat

Current Donors

Government agencies for agriculture, development, food, foreign affairs and trade in:

- | | | |
|---------------------|-----------------|----------------|
| Australia | Finland | Norway |
| Canada | France | Sweden |
| Denmark | Germany | United Kingdom |
| European Commission | Ireland | United States |
| | The Netherlands | |

Developing Country Experts

Over 30 experts on food safety, animal and plant health, and trade from more than 28 countries in

AFRICA

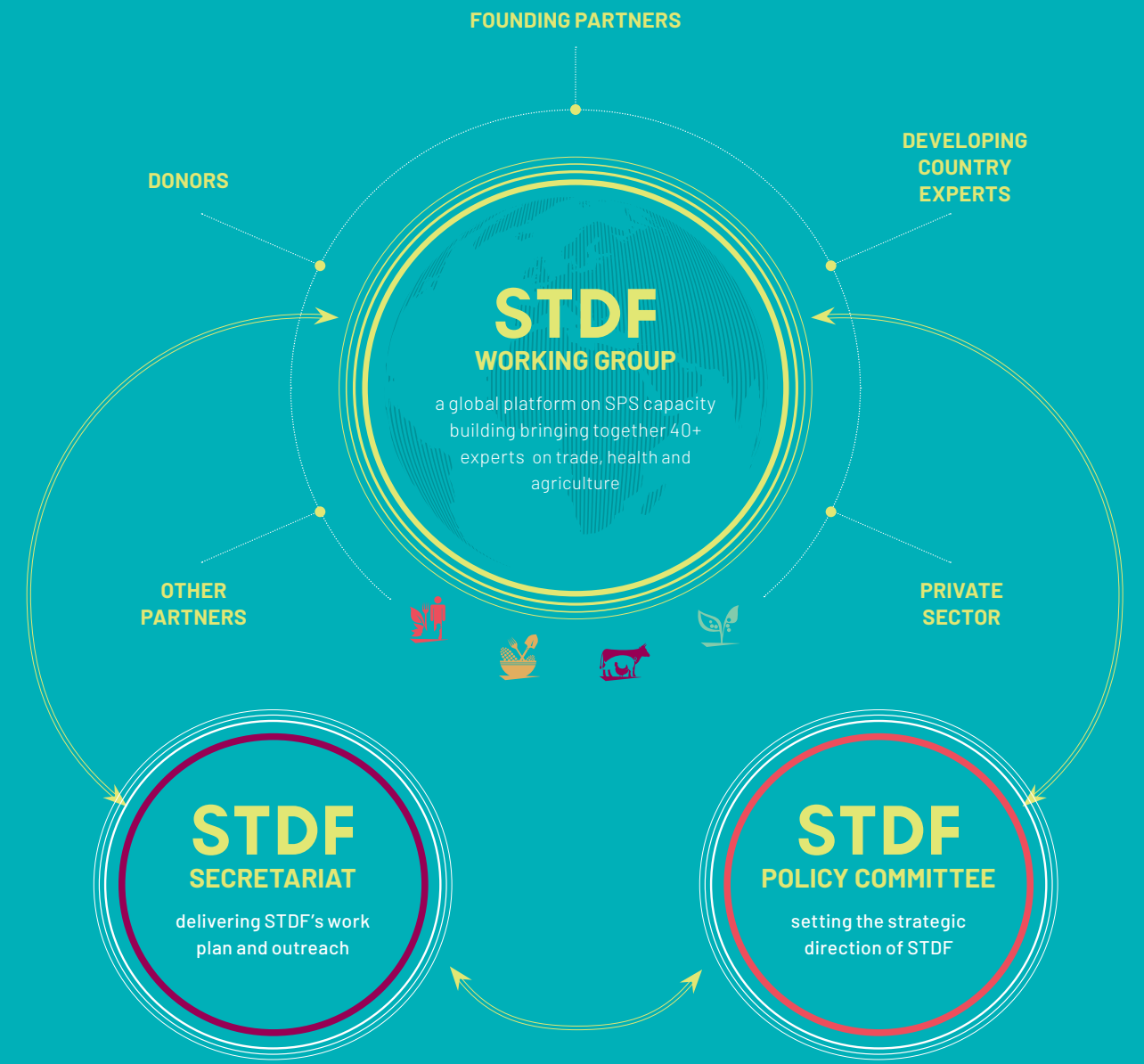
Benin, Kenya, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia

ASIA-PACIFIC

India, Malaysia, Mongolia, Papua New Guinea, The Philippines, Samoa, Thailand, Vanuatu

LATIN AMERICA AND THE CARIBBEAN

Argentina, Belize, Brazil, Chile, Costa Rica, Dominican Republic, Haiti, Jamaica, Panama, Uruguay



Other Partners

- AUC
- CABI
- COLEACP
- EIF
- GFSI
- IICA
- ITC
- OECD
- OIRSA
- SSAFE
- UNCTAD
- UNIDO
- WCO

Project Partners from the public and private sector

- Developing country government agencies
- Regional and international organizations
- NGOs
- Universities and research institutes
- Industry associations
- Private sector companies

STDF's wider network includes

- ADB
- AfDB
- ATF
- ASEAN
- AU-IBAR
- BTSF
- CAADP
- CAHUSA
- CARICOM
- CBD
- CITES
- COMESA
- COSAVE
- EAC
- ECOWAS
- FFM
- FSCF
- GFSP
- GMUF
- ICCO
- IDB
- IFPRI
- PACA
- PAHO
- PHAMA
- PIFS
- SAARC
- SADC
- UN DESA
- UNDP
- UNECE
- UNESCAP
- WAEMU
- WEF

Glossary

ADB	Asian Development Bank
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AfT	Aid for Trade
ASEAN	Association of Southeast Asian Nations
AUC	African Union Commission
AU-IBAR	African Union-Interafrican Bureau for Animal Resources
BTSF	Better Training for Safer Food
CAADP	Comprehensive Africa Agriculture Development Programme
CABI	Centre for Agriculture and Biosciences International
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CARICOM	Caribbean Community
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CODEX	Codex Alimentarius Commission
COLEACP	Europe-Africa-Caribbean-Pacific Liaison Committee
COMESA	Common Market for Eastern and Southern Africa
COSAVE	Comité Regional de Sanidad Vegetal del Cono Sur
EAC	East African Community
ECOWAS	Economic Community of West African States
EIF	Enhanced Integrated Framework
FAO	Food and Agriculture Organization of the United Nations
FFM	COLEACP Fit for Market Programme
FSCF	Food Safety Cooperation Forum (APEC)
GAP	Good Agricultural Practice
GDPRD	Global Donor Platform for Rural Development
GFSI	Global Food Safety Initiative
GFSP	Global Food Safety Partnership
GMP	Good Manufacturing Practice
GMUF	Global Minor Use Foundation
GVCs	Global Value Chains
HACCP	Hazard Analysis and Critical Control Point
ICCO	International Cocoa Organization
IICA	Inter-American Institute for Cooperation on Agriculture
IDB	Inter-American Development Bank
IFPRI	International Food Policy Research Institute
ITC	International Trade Centre
IPPC	International Plant Protection Convention

LDCs	Least Developed Countries
MEL	Monitoring, Evaluation and Learning
MSMEs	Micro, Small- and Medium-Sized Enterprises
OECD	Organisation for Economic Co-operation and Development
OECD/DAC	OECD Development Assistance Committee
OIE	World Organisation for Animal Health
OIRSA	Organismo Internacional Regional de Sanidad Agropecuaria
OLICs	Other Low Income Countries
PACA	Partnership for Aflatoxin Control in Africa
PAHO	Pan American Health Organization
PCE	Phytosanitary Capacity Evaluation
PHAMA	Pacific Horticultural and Agricultural Market Access Program
P-IMA	Prioritizing SPS Investments for Market Access
PIFS	Pacific Islands Forum Secretariat
PPG	Project Preparation Grant
PPPs	Public-Private Partnerships
PPR	Peste des Petits Ruminants
PVS	Performance of Veterinary Services
SAARC	South Asian Association for Regional Cooperation
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SPS	Sanitary and Phytosanitary
SSAFE	Safe Supply of Affordable Food Everywhere
STDF	Standards and Trade Development Facility
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UN DESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNIDO	United Nations Industrial Development Organization
WAEMU	West African Economic and Monetary Union
WBG	World Bank Group
WCO	World Customs Organization
WEF	World Economic Forum
WHO	World Health Organization
WTO	World Trade Organization

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