

STDF WORK PLAN 2019

1 INTRODUCTION

1.1. This work plan provides information on STDF's activities in 2019, i.e. the last year of STDF's five-year strategy (2015-2019).¹ The activities will be implemented with the aim of achieving STDF's four outputs and contributing to STDF's outcome, programme goal and vision, as outlined in STDF's strategy. This document also contains information on communications, monitoring and evaluation (M&E), risk assessment and mitigation, and staffing. The M&E plan is attached in **Annex 1**. An estimated budget for 2019, based on STDF's annual target level of donor funding of US\$5 million, is attached in **Annex 2**.²

Vision: Sustainable economic growth, poverty reduction, food security and environmental protection in developing countries			
Programme goal: Increased capacity of developing countries to implement international sanitary and phytosanitary (SPS) standards, guidelines and recommendations and hence ability to gain and maintain market access			
Outcome: Enhanced effectiveness of SPS capacity building			
Outputs			
Information among providers of SPS capacity building exchanged and dialogue among relevant stakeholders promoted	Good practice to support SPS capacity building identified and disseminated	Needs assessments, feasibility studies and project proposals related to SPS capacity building produced	SPS capacity building projects in specific areas supported

1.2. The work plan for 2019 takes into consideration lessons learned under previous work plans. In the final year of its medium-term strategy, the STDF will continue to: (i) capitalize on its potential to facilitate collaboration on SPS capacity development, including in the Working Group; (ii) identify collaborative and innovative case stories that show the broader impact of STDF activities and projects (PGs) (including in cross-cutting areas such as gender and protection of the environment); (iii) highlight the contribution of STDF work to the achievement of the Sustainable Development Goals; and (iv) support applicants, notably from LDCs, to improve design and quality of proposals, and explore opportunities to leverage external financing for projects emerging from project preparation grants (PPGs). The STDF will also continue to disseminate good practices in SPS capacity development, communicate on results and impact of the STDF, and raise the Facility's visibility.

¹ See http://www.standardsfacility.org/sites/default/files/Mid_term_Strategy_2015_2019_EN.pdf

² For ease of reference, the Work Plan is denominated in United States (US) dollars. However, the WTO maintains financial and accounting records in Swiss Francs (CHF).

2 OUTPUT 1: INFORMATION AMONG PROVIDERS OF SPS CAPACITY BUILDING EXCHANGED AND DIALOGUE AMONG RELEVANT STAKEHOLDERS PROMOTED

2.1. STDF's strategy puts specific emphasis on the STDF's role as a knowledge sharing platform and highlights the central role of the STDF Working Group in this regard. This is reflected in the indicators to monitor progress under this output, i.e. number and type of participants in the Working Group and number and type of presentations made (including reports by partners, donors, developing country experts and other organizations).

2.2. This work plan continues to promote and facilitate the role of the Working Group as a vibrant platform for information exchange and dialogue on SPS capacity building. At least two STDF Working Group meetings will be organized in 2019, in March and October.³ Travel expenditure of developing country experts to the meetings (round trip, economy class) will be covered by the STDF trust fund.

2.3. In the Working Group, members and other relevant organizations will be encouraged and given ample opportunity to share information about their work and report on past, ongoing and planned SPS activities, including on SPS experiences and lessons learned. Efforts will continue to enable other relevant organizations and initiatives to participate in meetings of the Working Group and share information about new/emerging SPS initiatives and topics. Information can be shared, *inter alia*, under a specific agenda item for this purpose and during the Working Group's review of project and PPG applications.

2.4. The Working Group will continue to focus on documenting cases of collaborative/cross-cutting/innovative/regional approaches, as facilitated by STDF activities and PGs/PPGs, to demonstrate STDF's broader impact in enhancing the effectiveness of SPS capacity building. To facilitate discussion in this regard, each meeting will include at least one presentation related to an STDF activity or PG/PPG. The STDF trust fund will cover travel expenditure of presenters from beneficiary countries. Presentations by STDF partners and other members and organizations are also envisaged.

2.5. Each Working Group meeting will include a dedicated agenda item to discuss, reflect, and where appropriate, agree on future thematic work to be addressed by the STDF.

3 OUTPUT 2: GOOD PRACTICE TO SUPPORT SPS CAPACITY BUILDING IDENTIFIED AND DISSEMINATED

3.1. The STDF supports SPS capacity building in developing countries through identification and dissemination of good practice. In part, this is achieved by making use of STDF-funded projects and PPGs to illustrate the usefulness of specific approaches and tools for SPS capacity building. It is also achieved through joint work among relevant STDF partners on cross-cutting (i.e. across the areas of food safety, animal and plant health and trade) thematic topics selected by the Working Group. This STDF work may result in publications, briefing notes, audio-visual material, joint consultations and other events at global and/or regional level.

3.2. The following activities, which all build on topics and activities selected and prioritized by the Working Group in previous years, are foreseen in 2019.

3.1 Monitor and evaluate the use of the STDF P-IMA guide⁴

3.3. The Secretariat will continue to promote, monitor and evaluate use of the P-IMA guide to learn from and disseminate experiences and lessons, including through STDF communication channels, and will report to the Working Group at each meeting. Partners, donor members and developing country experts will also be requested to report on the use of the guide. The Secretariat will make presentations on the P-IMA guide to interested external audiences, wherever possible. Several developing countries are benefiting from the application of the P-IMA framework and prioritizing SPS investment options for market access through STDF-funded PGs and PPGs. Other interested

³ The meetings in March and October will be scheduled for three days, i.e. two days dedicated to the Working Group, and at least one day (members only) to the evaluation report and development of a new strategy for the STDF for 2020 and beyond. The first meeting will be held on 12-14 March 2019 and hosted by the WTO in Geneva. The meeting in October (date still to be confirmed) may be hosted by the WTO in Geneva, or by another STDF partner.

⁴ See: <http://www.standardsfacility.org/prioritizing-sps-investments-market-access-p-ima>

developing countries will be encouraged to use the P-IMA framework to prioritize SPS investment options and help leverage resources for follow-up, including through new STDF funding applications.

3.4. The Secretariat will upload relevant documents obtained through use of the P-IMA framework (PS needs assessments, project documents and evaluation reports, cost-benefit analysis studies, etc.) to the STDF Library⁵, where appropriate.

3.2 Conduct work on Good Regulatory Practice⁶

3.5. The STDF work on how Good Regulatory Practice (GRP) aims to identify good practices to improve the quality and effectiveness of SPS measures in developing countries. In 2018, the Secretariat contracted a consultant to produce a study on the use of GRP in the SPS area, based on desk research, key informant interviews and analysis. This work benefits from the support of a small peer review group, comprised of interested STDF partners and other relevant/interested organizations, including the OECD. The study will include illustrative case stories and good practices, as well as a practical check-list and links to available tools and resources. The GRP study will be finalized and presented to the Working Group in 2019.

3.6. Additional complementary activities on the topic of GRP in 2019, based on the concept note considered and approved by the Working Group in 2018, may include: (i) an STDF briefing note on the use of GRP; and (ii) an STDF workshop or seminar to share key findings and recommendations of the STDF GRP study, possibly on the margins of an SPS Committee meeting. A budget of up to US\$50,000 remains available for work on GRP in 2019.

3.3 Follow up on Public-Private Partnerships (PPPs) work⁷

3.7. The STDF will continue its work on PPPs in 2019, as discussed and agreed in the Working Group in 2018. This will comprise: (i) an informal survey/consultation with WTO Members on if and/or how they are making use of voluntary third-party assurance programmes; (ii) an STDF event on PPPs, possibly as part of a Working Group meeting and/or a broader global/regional event that reaches more beneficiaries; and (iii) identification and preparation of new PPP case stories to update the 2012 STDF/IDB publication on PPPs. An estimated budget of up to US\$150,000 has been allocated for work on PPPs in 2019.

3.4 Produce new STDF film material⁸

3.8. The STDF has developed and produced three films: (i) "Trading Safely" (2008) which raised awareness about the importance of investing in SPS capacity; (ii) "Safe Trade Solutions" (2015) highlighting successful examples of border agency collaboration in Latin America; and (iii) "Cocoa: a sweet value chain" (2016) on SPS compliance issues along a value chain. All three films continue to be used extensively in training activities and viewed on STDF's YouTube channel, although the 2008 film is now somewhat outdated.

3.9. While a budget was allocated in 2017-2018 to produce a fourth film, this activity was not implemented. The Secretariat will start the production of this fourth film in 2019. In view of multiple requests to update the 2008 film, including in particular for training purposes, the Secretariat proposes producing a film on the importance of improved SPS capacity by highlighting more recent case stories. An estimated budget of US\$100,000 is allocated for this work.

4 OUTPUT 3: NEEDS ASSESSMENTS, FEASIBILITY STUDIES AND PROJECT PROPOSALS RELATED TO SPS CAPACITY BUILDING PRODUCED

4.1. The STDF will continue to support developing countries in undertaking needs assessments, feasibility studies and developing proposals for projects to strengthen SPS capacity, based on applications received for project preparation grants (PPGs). Based on the increase in applications for funding (both projects and PPGs) over the last years, it is anticipated that the STDF will again receive

⁵ See: <http://www.standardsfacility.org/library>

⁶ See: <http://www.standardsfacility.org/good-regulatory-practice>

⁷ See: <http://www.standardsfacility.org/public-private-partnerships>

⁸ See STDF YouTube channel: <https://www.youtube.com/c/STDFvideos>

a large number of requests for funding for initial review by the Secretariat.⁹ Applications are usually at various stages of development, ranging from two-page concept notes to fully-fledged proposals. As part of its helpdesk function, the Secretariat will review applications and provide advice and support to applicants, where appropriate, in terms of SPS needs assessments, priority setting and proposal development. It is expected that this work will continue to absorb a relatively large portion of staff time.

4.2. Project preparation grants (PPGs) assist beneficiaries to articulate and prioritize SPS needs, and develop projects. Predicting the number of PPG applications to be funded through the STDF in 2019 is difficult, given that the number and quality of applications received is beyond the Secretariat's control. Based on previous experiences, the Working Group will aim to approve and contract at least four project preparation grants (PPGs) for funding per year, corresponding to an average of two PPGs approved at each meeting. Normally up to US\$50,000 is available to eligible organizations under a PPG.

4.3. The STDF will continue to assume a pro-active role in the implementation of PPGs and resource mobilization. In some instances, this may include accompanying selected consultants on (parts of) their missions or participating in project validation workshops. Resulting projects can be submitted to the STDF for funding or to another donor. Given the limited resources available in the STDF trust fund, an increased emphasis will be placed on the use of PPGs as a vehicle for mobilizing funds (including "co-funding" options) outside the STDF, where feasible and appropriate.

4.4. The Secretariat monitors the implementation and outcomes of PPGs, though PPGs are not subject to a final assessment (like the end-of project-review¹⁰ for all STDF-funded projects). The Secretariat will continue to deliver an end-of-PPG questionnaire to consult applicants/beneficiaries on the performance and results of PPGs (see **Annex 1**).

4.5. In consultation with relevant STDF partners, and if the necessary resources are available in the Secretariat, the STDF may also accept to "peer-review" SPS-related projects and programmes initiated by other organizations and initiatives (including EIF "Tier 2" proposals).

5 OUTPUT 4: SPS CAPACITY BUILDING PROJECTS IN SPECIFIC AREAS SUPPORTED

5.1. This work plan also foresees the approval and implementation of new collaborative and innovative projects, funded by the STDF. Predicting the number of projects that will be funded in 2019 is difficult given that the number and quality of applications received is beyond the Secretariat's control. The overall level of funding in the trust fund may be another limiting factor. With these caveats in mind, the Working Group will aim to approve and contract at least four project grants, corresponding to an average of two applications at each meeting. It is anticipated that the average STDF contribution to these projects will be approximately US\$600,000.¹¹

5.2. The Secretariat will continuously monitor the implementation of ongoing projects through six-month progress reports and regular consultation with the organizations implementing the projects, as well as the beneficiaries. As part of STDF's communication plan, project communication guidelines for implementing organizations ensure increased visibility of the STDF in project materials and better communication of results. Where appropriate, the Secretariat may visit specific projects under implementation. In addition to end-of-project reviews that are built in for each project, the Working Group will select at least two projects for an independent ex-post evaluation, carried out based on the STDF Project Evaluation Guidelines, in accordance with the STDF Operational Rules. Approximately US\$20,000 is budgeted for each project evaluation.

6 COMMUNICATIONS AND OUTREACH

6.1. The STDF will continue to implement STDF's communications plan¹² and focus on further expanding and improving the effectiveness, reach and impact of existing communications products

⁹ In 2018, the Secretariat received 70 requests for funding. In 2017, 55 requests were received, and in 2016, 52 requests.

¹⁰ This amendment to the STDF Operational Rules was agreed by the Policy Committee on 13 May 2016.

¹¹ Corresponding to the average STDF contribution to projects that have been approved under the current strategy period (i.e. 2015-2018).

¹² See: http://www.standardsfacility.org/sites/default/files/STDF_Communications_Plan_2016.pdf

and tools to disseminate information on the STDF's work to targeted external audiences. In particular, the Secretariat will continue to pursue the following activities:

- Maintain and enhance the STDF website, including project webpages and STDF Library;
- Maintain STDF's Flickr account as a repository of STDF photos;
- Prepare and circulate electronic news stories on a regular (i.e. monthly) basis;
- Prepare and circulate STDF briefing notes, where appropriate;
- Encourage partners, donors and other relevant organizations/consultants to submit relevant document to the Secretariat and upload these and other documents to the Library;
- Prepare and circulate the 2018 STDF Annual Report, including outsourcing graphic design and infographics;
- Prepare and circulate a Results Book on the key results and impacts of STDF thematic work, including outsourcing graphic design and infographics (building on the 2018 Results Book on STDF project work);
- Liaise with other relevant Aid for Trade organizations, partnerships, programmes, networks and initiatives, and participate in selected events to disseminate information about the STDF and its work, raise funds, monitor developments, foster synergies, and promote coherence and coordination in SPS technical cooperation.¹³

6.2. The Secretariat does not have a communications officer among its staff. To support members and the Secretariat in its communication and outreach work, the STDF will continue to use the services of the expert consultant (Ms Elena Immambocus) in designing and preparing the STDF 2018 Annual Report, news items, briefing notes, audio-visual material and other publications, as well as the development and delivery of new targeted information and communication products, where appropriate. The expert consultant will be hired on a needs basis, for up to 100 days in 2019, for which up to US\$65,000 is estimated in the budget. The increased budget for external communications expertise in 2019 (compared to the number of days (75) budgeted per year in 2017 and 2018), is based on current needs and expected outputs.

7 MONITORING AND EVALUATION

7.1. This work plan includes a strong emphasis on results-based management, in accordance with STDF's M&E framework.¹⁴ The Secretariat will continue to report to members on the implementation of this work plan at meetings of the STDF Working Group. The Secretariat will also report on the operation of the Facility at each meeting of the WTO SPS Committee. In the first half of 2019, the Secretariat will prepare and publish the 2018 STDF Annual Report.

7.2. The Secretariat does not have an M&E officer among its staff and will continue to use the services of a consultant, on a needs basis, to assist the Secretariat in implementing the M&E framework. Up to US\$10,000 is allocated for these services in the estimated budget (Annex 2). Services will include supporting the Secretariat's Results Based Management work, preparing surveys to Working Group members and project and PPG beneficiaries, improving indicators, reporting, etc.

8 RISK ASSESSMENT AND MITIGATION

8.1. The logical framework attached to STDF's current strategy identifies general and specific assumptions and risks relevant to the Facility's operation for the strategy period (2015-2019). These assumptions and risks also apply to this work plan. Although the probability that these risks occur are generally low, **Table 1** below highlights measures that the Secretariat and/or members can take

¹³ This includes, *inter alia*, regular reports to the SPS Committee, other relevant WTO committees, and annual/regional meetings of partners, including the Codex and IPPC Secretariats.

¹⁴ See http://www.standardsfacility.org/sites/default/files/ME_Framework_EN.pdf

to mitigate or manage them, in the event they would occur. The Secretariat will further report on risk mitigation and management in the Annual Report.

TABLE 1: RISK ASSESSMENT AND MITIGATION

Risk	Actions to mitigate and/or manage risk
No active participation in Working Group	The Secretariat will generally encourage and facilitate a good working environment and continue to: (i) encourage members to provide timely input for the draft agenda prior to each meeting; and (ii) circulate all documents, including the annotated agenda, well in advance of the meeting to facilitate discussion and participation. The Secretariat will monitor and assess the timing and appropriate format of the meeting. Members will review documents prior to the Working Group meeting, share information on ongoing and planned SPS activities at the meeting, and actively participate in discussions including on PGs and PPGs.
Insufficient number of high-quality PPG and project applications received by STDF.	Members should step up efforts to disseminate information on the STDF, specifically on its funding mechanism. The Secretariat can facilitate this by preparing and providing targeted standard presentations on the STDF. The Secretariat may consider participating in selected external meetings with potential beneficiaries. Consideration can be given to development of project preparation module/training package to improve the quality of applications.
Insufficient funding available in STDF Trust Fund	The Secretariat should continue to engage actively with existing (and potential) donors. This may include, <i>inter alia</i> , organizing information sessions with donors (in particular development agencies but also agriculture ministries). STDF partners should also increasingly make the case for contributions to the STDF. Donor members should consider increasing their (preferably multi-annual) contributions to the STDF. Donor members could also consider co-funding STDF projects directly.
STDF Secretariat not fully staffed and operational	The WTO may hire additional staff on a temporary basis in the event of prolonged absence. The WTO may also consider hiring additional interns. Consultants may be hired in the event of specific activities or a sudden increase in the Secretariat's workload (see also section 6 above).
Implementation of STDF projects influenced by external conditions (i.e. political stability, national commitment to address SPS constraints, government support, allocation of resources, etc.)	These risks are assessed during the review process of project applications, which include a section on risk identification and mitigation. Each STDF-funded project includes a Logical Framework, which includes a section on risk identification and management. These are analysed and reflected in the Secretariat's and in members' review of project applications.

9 PREPARATION OF NEW STDF STRATEGY

9.1. An external evaluation of the STDF started in September 2018 and is scheduled to be completed in February 2019. The final draft evaluation report will be presented to and discussed in the STDF Policy Committee, to be hosted by the WTO in Geneva on **19 February 2019**.

9.2. Following submission of the final evaluation report to the Secretariat (foreseen on 1 March 2019), it is envisaged that the STDF will start work on the preparation of a new strategy for 2020 and beyond. To facilitate this work, the Secretariat will hire the services of an external facilitator, for which up to US\$20,000 has been budgeted (i.e. up to 10 working days).

9.3. At least one face-to-face meeting is envisaged at the WTO in Geneva (or hosted by another STDF partner) in June/July 2019 to further inform the development of the new STDF strategy, including an M&E framework. For this meeting, up to 10 former and current developing country experts will be selected to participate.

9.4. A second meeting of the Policy Committee may be organized towards the end of 2019 to consider and adopt a new strategy for the STDF.

9.5. The Secretariat is grateful for the offer made by the Swedish International Development Cooperation Agency (SIDA) to make available a SIDA-funded consultant to provide advice and support in preparing a new logical framework for the STDF in the broader context of strategy development for 2020 and beyond.

10 STDF SECRETARIAT

10.1. The Secretariat is housed in the WTO (Agriculture and Commodities Division, AGCD) and includes the Head, five professional staff and one administrative assistant. The WTO continues to provide the Head of the STDF from its regular budget. Indicative staffing needs in terms of implementing the activities outlined in this work plan are incorporated into the budget under each of the four Outputs (see **Annex 2**) and other headings (communications plan, M&E framework, etc.).¹⁵ The WTO may decide to hire additional temporary staff for the STDF in the event of specific activities or a sudden increase in the Secretariat's workload.

11 BUDGET ESTIMATE

11.1. **Annex 2** sets out an estimated budget for the STDF in 2019 (US\$4,895,160). In the event of a shortfall in the total amount of funding received, some activities may be scaled back or dropped from the work plan. In practical terms, given the priority-setting established in the STDF Operational Rules, any scaling back will most affect the ability of the STDF to approve project grants.¹⁶

11.2. Expenditure related to project development and project funding will be subject to approval by the Working Group on the basis of funding requests. Other elements will be implemented, based on the Working Group's approval of this work plan.

¹⁵ The information in the budget is an approximate projection of the staffing costs. The actual costs will depend on the individual circumstances of the staff member, including place of recruitment, dependents, etc. Staff can be promoted in accordance with WTO rules and procedures.

¹⁶ In the event the financial resources of the STDF are insufficient to fund all the projects approved, priority will be given to staffing requirements necessary to fulfil existing commitments, then to funding activities under Outputs 1 and 2, then to funding PPGs (Output 3), and lastly to projects (Output 4). See paragraph 86 of the Operational Rules.

ANNEX 1: MONITORING AND EVALUATION PLAN (2019)

Vision							
Sustainable economic growth, poverty reduction, food security and environmental protection in developing countries							
Programme goal							
Increased capacity of developing countries to implement international sanitary and phytosanitary (SPS) standards, guidelines and recommendations and hence ability to gain and maintain market access							
Intervention logic	Indicator	Baseline and target	Activities	M&E activities planned 2019	Individual assumptions and risks	General assumptions	
Outcome							
Enhanced effectiveness of SPS capacity building	Perceived value of STDF partners and other WG members/observers with relevance and effectiveness of STDF activities and projects/PPGs	At least 80% of respondents report a satisfaction rate corresponding to 4 or higher on a 5-grade scale		Prepare and circulate survey (Nov/Dec 2019) to STDF partners and other WG members/observers – to feed in 2019 Annual Report	Good response rate to survey	Ongoing interest, engagement and support of partners, other members/observers and beneficiaries to participate actively in STDF and share information. Sufficient funding available in STDF Trust Fund and STDF Secretariat fully staffed and operational Other necessary conditions exist (i.e. political stability, national commitment to address SPS constraints, government support, allocation of resources, etc.)	
	Documented cases of collaborative/cross-cutting/innovative/regional approaches to capacity building facilitated by STDF activities and projects/PPGs	At least three new cases identified annually		Identify and maintain list of relevant cases – including in WG meetings and through external project evaluations – to feed into 2019 Annual Report	Capacity building providers and beneficiaries willing to consider, apply and use new approaches		
Output 1							
Information among providers of SPS capacity building exchanged and dialogue among relevant stakeholders promoted	Number and type of participants in WG	At least 30 participants attending each WG meeting, including partners	Organize 2 WG meetings	Document 2 WG meetings (reports, presentations)	Active participation in WG		
	Number and type of presentations made in WG (including reports by partners, donors, observer organizations and beneficiaries)	Minimum of one presentation in each WG	Organize 2 presentations	Upload presentations on website	Active participation in WG		
Output 2							
Good practice to support SPS capacity building identified and disseminated	Number of thematic topics	Minimum of one thematic topic addressed annually	Address four topics: <ul style="list-style-type: none"> Evaluate and monitor use of STDF P-IMA guide Conduct work on Good Regulatory Practice Follow up on PPP work Produce new STDF film material 	1. Document thematic topics (publications, reports, film, briefing notes)	Agreement in WG on priorities for thematic work		

	Number of visitors to STDF website and number of STDF e-newsletter recipients	Baseline to be specified. Target is to have at least a stable number of visits and recipients over longer time-period.	Maintain and enhance website & Library Prepare and regularly distribute electronic news items	1. Use specified baseline (numbers on 31 Dec 2014) to measure number over time 2. Report on use of website, Library and E-news (statistics)	Website attractive and regularly updated
	Number of external events attended by the STDF Secretariat	Minimum of ten events attended annually	Participate in selected events (including related to STDF PPGs/projects)	Report on external events (back-to-office memos, WG annotated agenda, 2019 Annual Report)	STDF Secretariat receives invitations to external events, including from partners
Output 3					
Needs assessments, feasibility studies and project proposals produced	Number of project preparation grants (PPGs) completed with satisfactory outputs	At least 70% of PPGs having satisfactory output	Implement ongoing PPGs Approve at least 4 new PPGs	1. Develop and circulate end-of PPG questionnaire to applicant/beneficiary 2. Assess final PPG reports, studies and project proposals	Sufficient number of high-quality PPG applications received by STDF. Specific assumptions of relevance to individual PPGs
Output 4					
SPS capacity building projects in specific areas supported	Number of projects completed with satisfactory outputs (as per individual results framework)	At least 70% of specific outputs achieved for each individual project	Implement ongoing projects Approve at least 4 new projects	1. Assess final project reports, including end-of-project evaluations 2. Select, contract and implement two independent "ex post" evaluations	Sufficient number of high-quality project applications received by STDF. Specific assumptions of relevance to individual projects

ANNEX 2: BUDGET ESTIMATE FOR 2019

Output	Activity	2019	
		Number	Amount
Information among providers of SPS capacity building exchanged and dialogue among relevant stakeholders promoted	STDF Working Group meetings (travel of six developing country experts, one presenter, subsistence allowances and other costs)	2	60,000
	Sub-total		60,000
Good practice to support SPS capacity building identified	Promote, monitor and evaluate use of the P-IMA guide		0
	Conduct work on GRP		50,000
	Follow-up work on PPPs		150,000
	Produce new STDF film material		100,000
	Staffing to support thematic activities (one Grade 8, one Grade 7)		390,000
	Sub-total		690,000
Needs assessments, feasibility studies and	Advice and support to applicants and review of project and PPG applications	50	0
	PPGs contracted (average US\$50,000)	4	200,000
	Staffing to support project development (50% of one Grade 8 , 50% of one Grade 7 and 50% of one Grade 6)		247,500
	Sub-total		447,500
SPS capacity building projects in specific areas supported	Projects contracted (average US\$600,000)	4	2,400,000
	Independent evaluations of completed projects	2	40,000
	Staffing to support project implementation (50% of one Grade 8 , 50% of one Grade 7 and 50% of one Grade 6)		247,500
	Sub-total		2,687,500
Communications plan	Implementation of communication strategy/plan (expertise)	1	65,000
	Communication and outreach materials (annual report, results book, briefing notes, e-news, maintain STDF website and library etc.)		40,000
	Participate in selected events, liaise with other relevant organizations, partnerships, programmes and initiatives	20	100,000
M&E framework	Implementation of M&E framework (expertise)	1	10,000
Strategy development	STDF Policy Committee Meetings (developing country expert travel)	2	30,000
	External facilitator for development of new STDF strategy (up to 10 days)	1	20,000
	Preparatory meeting for STDF Strategy (travel up to ten developing country experts, subsistence allowances and other costs)	1	30,000
Administrative support	Administrative assistant	1	130,000
	Interns	2	22,000
Total			4,332,000
Administrative overhead	Overhead costs (13%)		563,160
Grand Total			4,895,160
Overhead costs on project implementation are normally shared between the WTO (1%) and the organization implementing the project or providing oversight services (up to 12%).			