



Standards and Trade  
Development Facility

**Independent Ex-post Evaluations of STDF Projects  
Recommendations & Lessons Learned**



**STDF Working Group, Geneva, 20-21 October 2016**

# STDF project evaluations

- 1 STDF/PG/155: Market-Oriented Training Service on Standards Application (MOTSSA) in Nicaragua
- 2 Join evaluation of 4 projects in West Africa:
  - STDF/PG/283: SPS in the mango sector in Mali
  - STDF/PG/287: Fruit fly newsletter
  - STDF/PG/255: West African Fruit Fly Initiative (WAFFI)
  - STDF/PG/313: Continuation of the WAFFI
- 3 STDF/PG/328: Beyond Compliance: Integrated Systems Approach for Pest Risk Management in Southeast Asia

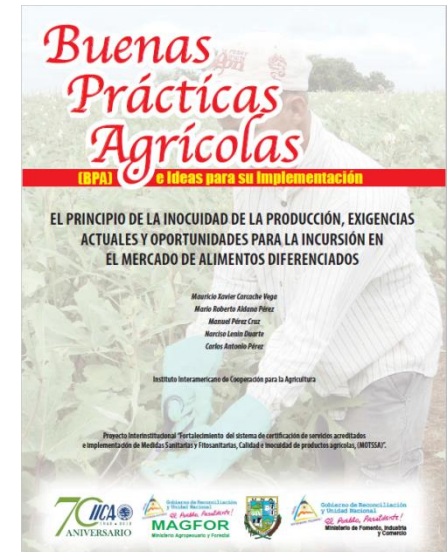
# ***STDF/PG/155: Market-Oriented Training Service on Standards Application (MOTSSA) in Nicaragua***

- **Objective:** disseminate implementation of SPS and quality through a process of training farmer groups, establish SPS training units for selected export crops and establish a model for the certification of competency of persons
- **Implementation:** January 2010 - December 2012
- **Budget:** US\$ 723,089 (STDF contribution US\$560,994)



# Key Results

- Technical training on GAP and GMP reached nearly 6,350 farmers and producers (30% of them women) at over 275 events
- The number of GAP-certified farms rose from 3 to 125.
- Incomes for small producers increased helping to tackle poverty in local communities
- Sesame seeds exports saw a 48.5% growth in volume and 16.5% increase in price between 2013-2015
- Manuals were developed and training on standards reached 35 national experts in the field and +1,000 students were trained on HACCP



# Impact

- The independent evaluation found that *"incomes for small producers increased as a consequence of complying with SPS requirements"*. The project was *"significantly impacting local and export markets"* and *"helped to alleviate poverty for farmer beneficiaries and their communities"*
- The impact is expanding to other crops, with the number of certified farms of pitahaya rising from 20 to 60 in 2015 and farmers being able to export to the US market
- With GAP-related subjects forming a regular part of the curriculum of local universities, over 700 students have since been trained



# Recommendations

- Project results need to be given continuity through organisation and funding of follow up activities (cover new geographic and agribusiness areas)
- Address the full development of the ONA as an accreditation body for Certification Bodies of Persons
- Greater interaction with other donors to avoid unintended overlaps or working at cross-purposes
- Make the inclusion of a logical framework mandatory and include a detailed plan for expenditure of funds
- Carry out the ex-post evaluation closer to the end of the project

# Lessons Learned

- Strong public-private sector cooperation and coordination constitutes a driving force in raising awareness
- End beneficiary involvement from the beginning via the baseline analysis and direct feedback from meetings and training activities facilitate greater impact
- A strong, balanced project supervision team help to leverage the effects of the project in the field
- Enhanced SPS country's profile results in greater confidence in the products sourced, allowing continued access to demanding export markets, with the possibility of finding new ones

# Meta-evaluation of Fruit Fly projects

n°	start	end	\$(tot)	STDF \$	objective	partners
<b>255</b>	avr-09	mars-10	660 940	279 620	WAFFI 2	UE, CIRAD
<b>287</b>	juin-09	avr-11	136 500	82 800	Sub-saharan Africa- Newsletter	COLEACP
<b>313</b>	avr-10	mars-11	788 524	499 537	WAFFI 3 - continuation	WB; CIRAD; IITA
<b>283</b>	mai-10	nov-12	477 213	423 400	Mitigating SPS risks in the mango export sector	WB



**Coordination initiative STDF/Coor/225 (with WB/EU): Regional Fruit Fly Action Plan for Africa**



# Methodology and challenges

- Questionnaires, emails and phone interviews, 2 one-week field visits (Mali, Senegal=>regional workshop, interviews with stakeholders from all ECOWAS countries)
- Time elapsed since end of projects (> 3 years) => difficulty to identify and localise stakeholders, turnover, low response rate, low representativity of the data collected => trade-off between time for of impact assessment and evaluation of outcomes
- Difficulty to associate the STDF with the projects but with the implementing agency => visibility

## ***STDF/PG/283-Mali***

- **Objective:** Enhance SPS system in Mali to improve mangoes market access :
  - update regulations and standards,
  - implement national traceability system,
  - enhance inspectors' capacity,
  - enhance capacity of operators and awareness-raising

- **Findings of the evaluation:**
  - **Highly relevant:** addressed a pressing need for regulatory upgrade and improved control practices
    - *In assessing the relevance of an intervention, it is recommended to quantify the cost of inaction as opposed to the cost of the proposed intervention*
  - **Efficiency/effectiveness:** activities implemented within time-frame except one: certifying 20 packing stations
  - **Impact:** increased production (over 25%), increased export to EU (over 10%), diversification of export destinations. Reduction in rejections at EU borders inconsistent. Revenues in target areas increased => difficult to attribute increase in revenue to the project.
  - **Sustainability:** triggered the creation of mango sector association, need to keep regulations and standards up to date. Maintaining the traceability system

# *STDF/PG/287-Fruit fly newsletters*

- **Objective:** Promoting coordinated, science based and economically accessible responses to a common threat to Sub-Saharan African countries and enhance dialogue among stakeholders.
- **Findings of the evaluation:**
  - **Highly relevant:** addressed an important issues, high impact on livelihoods, complemented other fruit fly projects => no reader surveys.
  - **Efficiency/effectiveness:** 18 newsletters reached over 1300 readers in 59 ACP countries on schedule. Collaboration with research centres.
  - **Impact:** Supported coordination and dialogue for the regional action plan. Absence of M&E framework
  - **Sustainability:** No exit strategy

## *WAFFI 2 and WAFFI 3*

- **Objective:** Promote mango and citrus value-chains through effective fruit fly control methods :
  - understanding of fruit fly population dynamics
  - improving baiting system
  - promoting bio-control methods,
  - promoting prophylactic measures
  - ToT on various techniques
  - identification and capacity building for country focal points

- **Findings of the evaluation:**
  - **Relevance:** high
  - **Efficiency/effectiveness:** collaborative effort
  - **Impact:** Increased exports (101% in value)
  - **Sustainability:** prepared the ground for the implementation of the fruit fly regional action plan, acceptability of the methods proposed not sufficiently considered

# Recommendations regarding project implementation

- Conduct cost/benefit analysis prior to project design
- Include built-in evaluations in project cycle to assess outcomes, effectiveness/efficiency.
- Include ongoing monitoring framework (pre-post training assessments, mid-term review, baseline data collection, satisfaction surveys) and strengthen the capacity of national counterparts to implement M&E
- Enhance visibility of the STDF in the field (develop visibility guidelines for implementing agencies)
- Place greater emphasis on exit strategy at the project design phase (sustainability)
- Communication and result dissemination plans should be included as a major component of all projects
- Value-chain directed (e.g. mango) or issue-specific (fruit fly) multi-donor trust funds are more likely to ensure coordination, scalability and sustainability of results

# Findings related to fruit-fly control interventions

- Did STDF interventions complement each other?
  - Yes, WAFFI and newsletter, both and Action Plan
- Did STDF interventions complement other initiatives?
  - Yes, good preparation for the Regional project
  - In Mali, complementary with EIF subsequent intervention
  - No readily accessible information about other interventions
- Is there scope for a continental action?
  - Yes, but with the a careful definition of roles and responsibilities
  - Multidimensional action (Continental, sub-regional, national and local)



# Recommendations

- Involvement of private sector from early stages is key (including cost-sharing)
- Need to strengthen sector's apex bodies
- Need to ensure that control techniques are acceptable to producers and cost/effective => take into account local knowledge.
- Scale-up efforts in dissemination of best practices=> local languages and context-adapted visuals
- Think regional (harmonization of pesticide registration)=> act local (take into account agro-climatic zones, and sector maturity)
- Political will and regional champions (lessons from regional action plan project)
- Strengthen capacity of AU-IAPC and RECs (technical and fund-raising, governance)

# ***STDF/PG/328: Beyond Compliance: Integrated Systems Approach for Pest Risk Management in Southeast Asia***

- **Objective:** Enhance NPPOs capacity in market access negotiations (understanding pest risk management and greater confidence in negotiating alternative measures)
- **Implementation:** July 2011 - July 2014
- **Budget:** US\$ 904,000 (STDF contribution US\$600,000)

## *Key results*

- Developed Beyond Compliance tool set
- Case studies on real trade issues (Philippines have reported remarkable success, Malaysia and Vietnam implementation and negotiations ongoing)
- Dissemination of the tools and great interest expressed from developing countries

- **Findings of the evaluation:**

- **Relevance:** high => streamlining pest management measures is an important market access bottleneck.
- **Efficiency/effectiveness:** real case studies, efficient assessment of tools' appropriateness, involvement of industry
- **Impact:** Market access improved for The Philippines's banana to Continental USA and US territories, and to China, pineapple export to Korea. Jackfruit export from Malaysia to China. Moderate success for Viet Nam and Thailand=> manage expectation
- **Sustainability:** Good. Intention amongst beneficiaries to continue using the tools. Need further uptake worldwide.

## Overall assessment from the evaluator:

**“The STDF/PG/328 is an example of good practice that could be taken as a model for projects aiming to develop practical tools”**

**“Serving with others for others, great satisfaction”**

**Jeff Jones, evaluator**

## ***Recommendations***

- **Further dissemination of the tools by the STDF (adoption as STDF tools and non only as project product)**
- **Adoption of the tools by IPPC for promoting the application of ISPM 14**
- **Further training of facilitators on Decision- Support System and Control-Point-Bayesian Network**
- **Engage more actively importing country partners**

## ***Evaluator comment on STDF/PG/503***

**“...The findings of this study lend strong support to a proposed project for expanding the use of the tools developed for the Integrated Systems Approach to other countries and regions”**

**Jeff Jones, evaluation report page 18**

# For more information

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