



UNITED NATIONS
ECONOMIC COMMISSION FOR EUROPE

**Strengthening the capacity of transition and developing economies
to participate in cross-border agricultural food supply chains**

(project document)

5 May 2014

1. EXECUTIVE SUMMARY

Project Title:	Strengthening the capacity of transition and developing economies to participate in cross-border agricultural food supply chains
Start date:	September 2014
End date:	Latest by December 2017
Budget:	US\$ 440,000
Beneficiary Countries:	Countries from the following sub-regions: Western Balkan, Central Asia, South Asia and South East Asia
Executing Entity:	United Nations Economic Commission for Europe (UNECE)
Co-operating Agencies within the UN system:	United Nations Economic Commission for Asia and Pacific (UNESCAP)
Project code and Development Account fascicle:	14/15AE ECE

BRIEF DESCRIPTION:

In many developing and transition economies, agriculture trade remains an often under-utilized potential source of sustained social and economic development. Cross-border trade of agricultural produce is complex and linked to many factors often outside countries' or governments' control (the perishable nature of the goods or their dependency on externalities such as climatic conditions or world food prices). In addition, while innovative agriculture supply chains and the latest approaches to improve supply chain management have emerged during the past years opening new and more cost efficient business and export opportunities, particularly for rural communities, Small and Medium-sized Enterprises (SMEs) and for women, access to these supply chains remains a challenge for transition and developing economies. The reasons for this are numerous and cover a wide and diverse range of challenges including inefficient production structures; inadequate technical and transport infrastructures; lack of capital and business skills but also an abundance of red tape and insufficiently coordinated control agencies slowing down cross-border trade in agricultural produce and making it more expensive. The international community has been trying to address some of these issues especially those linked to core structural and regulatory aspects for many years; and developed a range of tools, standards and best practices that many developing and transition countries are not aware of or not able to apply. In addition, most of the material available is spread among different organizations, and often requires additional analysis and implementation advice. So far, only a small portion is available as actual training material.

The project has therefore been designed to strengthen at the national level the capacities in the target countries to use international best practices, tools and instruments as well as other newly drafted material, to develop integrated strategies for their enhanced cross-border agri-food trade. In particular, it will help decision makers and practitioners increase export opportunities through better governance, development of sustainable business opportunities, and regulatory compliance using electronic information exchange, enhanced and simplified processes and improved quality of agricultural produce. In these areas international best practice and standards can provide very useful guidance and support. Both of the two implementing entities, UNECE and UNESCAP (as well as the organizations that will collaborate at different stages of the project such as UNCTAD, WTO, FAO, OECD, APEC, etc.) have long-standing track records of expertise and experience with their development and implementation.

The project combines the development of training and guidance materials with capacity-building events (learning and practical training on gap-and business process analysis; implementation and use of tools). New material will focus on helping countries assess the shortcomings of their agricultural supply chains as well as on recent advancements in regulatory best practice to manage risk in agricultural trade. Currently, there is no dedicated training material in the areas of agricultural quality standards, risk management in agri-trade and conformity certificates for countries looking into simplifying processes and improving the quality and volume of their agricultural exports.

The project will connect and establish sub-regional, regional and international networks of experts (with among others, the support of the United Nations Network for Paperless Trade in Asia and the Pacific (UNNExT) platform) to ensure continuity beyond the project's life-cycle. Target groups will include the most important stakeholders in the agri-food supply chains in four target sub-regions (Western Balkan, central Asia, South Asia, South East Asia) of the UNECE and ESCAP regions, i.e. line ministries, government agencies (food inspectorates, customs authorities) as well as private agri-food trade associations grouping rural producers and intermediaries of agricultural products, logistics operators, single window and paperless trade service entities. Case studies, business process analyses and implementation action plans will be developed for one pilot country per sub-

region. The workshops will be held on sub-regional levels to foster the peer-to-peer approach for the exchange of best practice and learning among policy-makers and sub-regions.

2. BACKGROUND

In many developing and transition economies, agricultural trade is the backbone of sustained social and economic development. However, cross-border trade in perishable produce remains a challenge and many transition and developing countries have not been able to seize possible opportunities to increase their income through exports. Access to international agricultural supply chains continues to be a challenge for traders from transition and developing economies. In addition, inefficiencies in the agri-food supply chains have not only led to income losses but also food losses and insecure food supply. While this is linked to many different factors, some of which are outside the governments' control, there are certain measures that can be taken to improve these countries' situations and help them increase their export opportunities. The emergence of innovative agriculture supply chains and the latest approaches to improve supply chain management provide new business and income opportunities, particularly for rural communities, Small and Medium-sized Enterprises (SMEs) and for women.

UN Member countries in the outcome document "The Future We Want" adopted at the Conference on Sustainable Development held in Rio de Janeiro from 20 to 22 June 2012 (Rio+20) have recognized the key role of agriculture in achieving sustained development and food security, the importance of better access to information, technical knowledge and know-how, including through new information; the role of technology and need to assess technology needs of developing countries, to address them and organize capacity building as well as the need for enhanced capacity building and strengthened technical cooperation.

This project therefore aims to address the above-mentioned challenges by assisting national governments and the relevant private sector stakeholders in selected countries to improve their knowledge and awareness of international standards and best practices which can help enhance their access to cross-border trade in agricultural produce. The project will also provide countries with methods and reality-based recommendations to define viable, sustainable strategies and implement them on the national level. This will be achieved through the analysis of business processes (from farm to point of export), highlighting shortcomings and suggesting ways to improve the particular supply chains in prioritized implementation action plans. In addition, the organization of practical capacity-building workshops, the development and dissemination of guides and training tools based on international standards and best practice as well as on new approaches and outcomes of other projects to complement existing material, will help increase knowledge and capacity. It is intended to enhance cooperation and coordination among national and regional levels on information exchange and use of best practices for facilitating agri-food supply chains through regional networks of experts, sustainable beyond the project's life-cycle.

2.1 MANDATES, COMPARATIVE ADVANTAGE AND LINK TO THE PROGRAMME BUDGET

The implementing entities for this project have been selected based on their mandates and comparative advantages. They include: UNECE and UNESCAP

(a) Mandates

The UNECE has a mandate¹ to facilitate greater economic integration and cooperation among its fifty-five Member States and promotes sustainable development and economic prosperity through:

- policy dialogue,
- negotiation of international legal instruments,

¹ E/ECE/1434/Rev.1

- development of regulations and norms,
- exchange and application of best practices as well as economic and technical expertise,
- technical cooperation for countries with economies in transition.

More specifically, since its establishment in 1949, the UNECE Working Party on Agricultural Quality Standards develops, interprets and promotes the practical application of internationally agreed commercial quality standards for agricultural produce. Given the global impact of its work, it takes into account the needs of Governments as well as the private sector (producers, traders and consumers) from all countries where the standards are, or might be, implemented. In addition, within the United Nations framework of the Economic and Social Council, the United Nations Economic Commission for Europe (UNECE) serves as the focal point for trade facilitation recommendations and electronic business standards, covering both commercial and government business processes that can foster growth in international trade and related services. In this context, the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) was established, as a subsidiary, intergovernmental body of the UNECE Committee on Trade, mandated to develop a programme of work of global relevance to achieve improved worldwide coordination and cooperation in these areas

ESCAP has the mandate to promote cooperation among 53 member States to achieve inclusive and sustainable economic and social development in Asia and the Pacific. UNESCAP's activities and services support its 53 member States in building national capacities in:

1. Strengthening and implementing equitable and sustainable economic and social development policies and programmes, including regulatory and institutional frameworks;
2. Preparing for, participating in and benefiting from multilateral and regional trade, transport, information and communication technology, energy and environmental partnerships and agreements;
3. Building effective partnerships with civil society entities and the private sector;
4. Reviewing progress in achieving the internationally agreed development goals and targets adopted at global and regional conferences.

The Trade and Investment Division plays a major role in assisting developing countries in the region to understand and implement regional and multilateral trading and investment systems in order to help them to participate more effectively in the global economy. With regard to trade facilitation, ESCAP is mandated to implement the resolution 68/3 on 'Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation' including developing a regional arrangement on cross-border paperless trade and information exchange.

(b) Comparative advantages

Both topics covered by the project, agricultural quality standards and their implementation as well as trade facilitation are an integral part of the work programmes and mandates of UNECE and UNESCAP. UNECE is the only regional commission with a mandate in the development of agricultural quality standards' development and implementation.

Through its Working Party on Agricultural Quality Standards and its Specialized Sections on fresh fruit and vegetables, dry and dried produce, meat and seed potatoes UNECE has acquired a decades-long experience in developing, interpreting and promoting the practical application of standards and best practices in quality control and inspection. It can also draw on the standards developmental work by the Codex Alimentarius Committee on Fresh Fruits and Vegetables of the Joint FAO/WHO Food

Standards Programme, on interpretation of UNECE standards by the OECD Scheme on Fruit and Vegetables, and on the adoption of UNECE standards by the European Commission.

In addition from 2008 to 2012, UNECE was project leader of a UNDA project (6th tranche) entitled "Enhancing the capacity of developing countries to implement international standards for commercial agricultural products to improve their trade competitiveness" and had held promotion and capacity-building workshops all over the world. The project's recommendations stressed that the capacity building achieved had created positive dynamics in the work on standards and their application, however, it required continued efforts to ensure that the newly formed capacity took roots in a national environment, was spread among practitioners and that the mechanisms for its retention and amelioration were put in place. In addition, it was recommended that educational training material could be developed on the basis of the data and documentation already collected during its operation for future use. The current project (as requested by the beneficiaries of the 6th tranche UNDA project) will build on this accumulated experience and expertise. It will help secure that the necessary institutional arrangements and supportive environment at the national level are given more attention and pool material and documentation into training modules.

In the area of trade facilitation, electronic data exchange and single window implementation, UNECE has extensive experience through UN/CEFACT. For many years, the latter has been developing international conventions, international standards and best practices for trade and transport facilitation as well as e-business. Both, UNECE and ESCAP have also extensive competence and experience in Business Process Analysis for supply chains and have been implementing partners for capacity-building programmes worldwide. Among others, UNECE currently partners with UNESCAP in the United Nations Development Account 8th Tranche project "Deepening Regional Connectivity: Strengthening Capacities of Asian Developing Countries to Increase Intra-regional Trade by Implementing Paperless Trade and Transport Facilitation Systems". The project will build on achievements of this still on-going 8th tranche UNDA project and, for example, use the "Guide for Agriculture Trade Facilitation" (currently available as an advanced draft) for training purposes. The project will also build on the UNDA 8 project's institutional framework and its network of contacts, especially the newly established UNNExT agriculture expert group. This group will act *inter alia* as an advisory group to ensure that training materials and workshops meet stakeholders' expectations.

UNESCAP has been assisting its members with the implementation of international instruments for the simplification and harmonization of trade and transport procedures and documentation. UNESCAP has, in particular extensive experience in building capacity and delivering advisory services on business process analysis and paperless trade system implementation. It has expanded its focus to sectoral trade facilitation in recent years, in particular agriculture trade facilitation. Through the United Nations Network of Experts in Trade Facilitation and Paperless Trade (UNNExT), UNESCAP has established a strong network of experts in the Asia-Pacific region with support of its various Advisory Groups and guidance of its Advisory Committee. With its existing UNNExT Advisory Group on Agricultural Trade Facilitation and Paperless Trade, UNESCAP is well positioned to tap into the regional expertise necessary for successful implementation of the project. Through its regular work programme and UNNExT, UNESCAP published tools and guides on paperless trade and trade facilitation (e.g. Single Window Implementation Toolkit), conducted capacity building activities, carried out research and analysis (e.g. developing trade cost database), organized knowledge sharing activities (e.g. annual Asia-Pacific Trade Facilitation Forum), and provided several national and regional advisory services.

Individually or jointly, both regional commissions have proven experience in implementing agriculture and trade facilitation projects, with focus on agricultural quality standards for international trade facilitated by the electronic exchange of documents and data in compliance with established UN standards and international best practices

(c) Link to the programme budget

The project will contribute to the following the Expected Accomplishments of the UNECE Subprogramme 6: (a) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business; (b) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation; (c) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards; and (d) Enhanced national capacity of member States for trade policy development and implementation.

The project will contribute to the following Expected Accomplishments of the Trade and Investment Subprogramme of UNESCAP:

1. Increased capacity of UNESCAP member States to formulate and implement more effective and coherent policies on trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development
2. Enhanced knowledge of UNESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development
3. Strengthened regional cooperation in trade, investment, enterprise development, innovation and the development and transfer of technology in support of inclusive and sustainable development

2.2. COUNTRY DEMAND AND BENEFICIARY COUNTRIES

While many developing and transition economies have high export potential in agricultural products, their participation in cross—border agri-food trade remains limited in many regions and sub-regions of the world and demand for capacity-building is high. Under the project, activities will be held in both the UNECE and the UNESCAP regions; with a focus on two sub-regions in each of the two regions as (sub-) regional context is needed to enhance cross-border trade. In Europe, in particular, countries are small, trade regionally and face very similar constraints. This allows the project to can reach more countries with similar problems. It is therefore envisaged to organize at least 2 subregional workshops in each constituency. This said, four countries (one in each sub-region) will be identified as pilot countries based on explicit request. The project will provide specific national support for the preparation of case studies, business process analyses and prioritized national action plans which will help the countries implement reforms.

It is planned that the sub-regions will include the Western Balkan countries (including² Albania; Bosnia and Herzegovina, Montenegro, Serbia, and the former Yugoslav Republic of Macedonia as well as Kosovo³); Central Asia (including Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan); South Asia (including Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka) and South East Asia (including Brunei Darussalam, Cambodia, Timor-Leste, Indonesia, Lao People's Democratic Republic

² Collaboration with neighbouring countries, Bulgaria and Croatia, is envisaged during the sub-regional workshops.

³ References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999)

(the), Malaysia, Myanmar, Philippines (the), Singapore, Thailand, Viet Nam) with a priority for Least Developed Countries (LDCs) and Landlocked Developing Countries (LLDCs) in these sub-regions.

The selection of the four pilot countries (one in each of the four sub-regions) will be demand-driven. Countries in the project's sub-regions will be invited to express their interest in the development of case studies. The selection will be based on the following criteria: 1) project topic is identified as a development priority of the country or region; 2) strong commitment of the national government to the project topic; and 3) geographical balance. On request and depending on availability of resources (also from other donors), follow-up and support activities can be held on national level.

A preliminary list of countries which have indicated their interest at the time of writing includes Tajikistan; the former Yugoslav Republic of Macedonia; Cambodia; and Maldives.

UNECE: 10 countries and Kosovo³ - in total 11 (5 in Central Asia; 5 in the Western Balkans and Kosovo³)²

UNESCAP: 18 countries in total (7 in South Asia; 11 in South East Asia)

2.3 LINK TO THE MDGS

The project will contribute to Millennium Development Goal 8, by increasing the capacity of government officials to develop the export capacity of their agri-food sectors (through integrated strategies combining quality production and checks, paperless trade and information exchange) and increase their participation in sub-regional, regional and international agricultural trade.

It will also contribute to MDG 1 by focusing on capacity building in specific sectors (e.g. agriculture, information management to streamline procedures) as well as those countries and regions whose development is most likely to lead to poverty reduction.

2.4 LINK TO RIO+20 AND THE INTERNATIONALLY AGREED DEVELOPMENT GOALS (IADGS)

The project will contribute to the implementation of the outcome document "The Future We Want" adopted at the Conference on Sustainable Development held in Rio de Janeiro from 20 to 22 June 2012 (Rio+20)) which refers not only to the pivotal role of agriculture in achieving sustained development and food security (Articles 110), but also calls for the....." improved access to information, technical knowledge and know-how, including through new information and communication technologies that empower farmers,.."(see Art. 114); the role of technology and need to assess technology needs of developing countries, to address them and organize capacity building (see art. 273).

The project also strongly supports the members States' call for enhanced capacity building and strengthened technical cooperation "...including training, exchange of experiences and expertise, knowledge transfer and technical assistance for capacity-building, which involves strengthening institutional capacity, including planning, management and monitoring capacities." (Article 277).

It also responds to the call for "all relevant agencies of the United Nations system and other relevant international organizations to support developing countries and, in particular, least developed countries in capacity-building for developing resource-efficient and inclusive economies..." (Article 280). In addition, the project feeds into the Rio+20 outcome document's provision on Trade as..."an engine for development and sustained economic growth.." (Article 281).

The project's activities will also back the Almaty Programme of Action on the special needs and priorities of landlocked developing countries (Priority 3) as well as the outcome of its 2014 Review. It

will help governments lower costs linked to cumbersome border-crossing, customs procedures and documentary requirements which are major sources of additional costs and inefficiency.

3. ANALYSIS

3.1 PROBLEM ANALYSIS

Trading in agricultural and food products is a challenge – the product is perishable by nature; requires additional regulations involving sanitary and phytosanitary issues and takes place in highly volatile agricultural markets where pricing depends on climatic and other conditions outside a government's sphere of influence. In many developing and transition economies, the emergence of innovative agriculture supply chains and the latest approaches to improve supply chain management could hold the potential to increase their access to international agricultural supply chains. However, seizing these new business and income opportunities, continues to be a challenge for traders from transition economies particularly for rural communities, Small and Medium-sized Enterprises (SMEs) and for women.

The reasons are numerous and many are outside the scope of this project. They include commercial issues as well as crop variety and production issues; post-harvest technologies; reliable storage and transport facilities, or affordable and dependable connectivity to allow for broad use of e-technologies. However, many of the reasons for developing and transition countries' poor participation in agri-food supply chains are directly linked to both the government's and the private sectors, lack of awareness of international standards, instruments and best practices that address core structural and regulatory gaps and could help increase their involvement in global trade.

Furthermore, while some countries have formally adopted standards or best practices, they lack the capacity to actually implement them and use them effectively. This low capacity to apply standards and to bank on existing practices in all areas of the supply chain from the farm to the point of export has serious consequences. Low trade efficiency and lack of market shares are just some of them. Complex, inefficient, multi-stop (and multi-red tape) procedures as well as a very low use of automated procedures continue to slow down prospects to become part of international or even regional agri-food supply chains.

In many developing and transition countries, this is accompanied by a weak coordination between and among public and private stakeholders, often resulting in "regulatory versus regulatory" (between government agencies) and/or "regulatory versus commercial" interests scenarios. The lack of information management and knowledge of the latest best practices in this area, have made it difficult to engage all stakeholders, and develop and negotiate strategies for the efficient management of cross-border agri-food supply chains. It has also led to a lack of knowledge on how to mitigate the many risks inherent to agricultural supply chains which are due to the nature of the trade. Many countries have to this day none or inadequately functioning risk mitigation/assessment strategies (in areas ranging from health or quality inspection, price fluctuation; or climatic conditions). Many existing systems are not capable of responding on time, consistently and adequately in this high-risk scenario, and, hence, failing to address the requirements of today's trade scenarios.

In a context where developing and transition economies are facing not only increased competition in the slower growing traditional export markets but also the need to expand regional trade, the failure by many developing and transition economies to identify and understand the scope and impact of the aforementioned shortcomings has resulted in low trade efficiency. Therefore, countries would need to improve significantly their capacity to tackle the numerous challenges at the national level in line with

international practice, through integrated strategies and collaborative approaches. The latter would need to involve all stakeholders in the supply chain to increase these countries' overall low participation in cross-border agricultural trade and increase their potential to create sustainable market shares.

Figure 2. Problem analysis tree



3.2 STAKEHOLDER ANALYSIS AND CAPACITY ASSESSMENT

The project will focus on a selected group of stakeholders directly involved with cross-border agricultural trade. They include both government agencies as well as the private sector.

Government agencies:

Stakeholder	Type and level of involvement in the project	Capacity assets and gaps	Desired future outcomes	Stakeholder influence/impact
Ministry of Agriculture and Food Inspectorates as well as other related national agencies	<u>Target audience</u> as they are responsible for the development of relevant regulations and their implementation	Development of agricultural trade is high on most development agendas of Ministries of Agriculture as well as related national agencies. However, due to conflicting other priorities, and a lack of financial resources, there is a lack of knowledge as well as regulatory and implementation capacity. Guidance on how to implement and use international best practice to integrate into supply chains is very limited. An integrated vision/strategy is often absent. In many countries international experience and exposure is missing owing to lack of funds. Responsibilities in this area are often scattered among Ministries of Agriculture, and Health, Inspection agencies as well as standardization bodies. Coordination among the various agencies as well as with the private sector is low.	Better understanding of international requirements and best practice. Increased capacity to implement regulations and coordinate and develop integrated strategies. Agencies are familiar with international practice and network with other experts to exchange experience in the sub-region and globally.	High
Ministries of Trade/Economy/Transport	<u>Target audience</u> as they are responsible for the definition of national strategies for the development of export opportunities of priority export product categories. They are also responsible for developing an enabling policy framework (for example national strategies for paperless trade in agriculture produce) under which technical implementation activities can be organised.	These ministries are mandated to develop the overall framework under which crossborder agriculture trade is operating. However, these Ministries often lack detailed knowledge on the specific requirements for successful agriculture supply chain management. This leads to gaps in the policies and priorities of these agencies, for example on the specific requirements of export processing of perishable fishery products. The project will increase understanding of end-to-end collaboration in agriculture supply chains and the need of systematic analysis of issues through process analysis.	Development of integrated policy frameworks for efficient agriculture trade; High level policy leadership for change management and reform.	Medium
Customs Authorities	<u>Target audience</u> as they play a key role in facilitating international trade (export clearance, authorized operator schemes etc.), increasingly employ electronic trade data submission, processing and exchanging information through ICT such as, the single window systems.	In most countries Customs controls at the border the regulatory compliance on behalf of the other agencies. Their integration and support is crucial for improving operational performance, safety and security of the agriculture supply chain.	Increased collaboration between Customs and Ministry of Agriculture. Improved understanding by Customs of the regulatory aspects of agriculture trade, improved risk management and increased efficiency in cargo clearance.	High

Private sector representatives:

Stakeholder	Type and level of involvement in the project	Capacity assets and gaps	Desired future outcomes	Stakeholder influence/impact
Producers', Growers', Traders', Packers', exporters' associations of agricultural produce	<p><u>Target audience</u> as they have to meet the regulatory requirements of government agencies for quality control, certificate issuance, risk assessment and moving goods across borders.</p> <p>Trading companies and business communities need transparent and predictable trading environment and solutions</p>	<p>Strong incentive to learn and increase export opportunities. However, the associations are usually (if at all) loosely organized and seldom targeted by governmental capacity-building programs (for which financial resources are scarce)</p> <p>Knowledge of international standards, best practice and requirements is not widely spread. Some more connected players are often drivers of their own agendas to the detriment of the weaker parties in the chain/process.</p> <p>Coordination with public authorities is weak.</p>	<p>Better understanding of international requirements and best practice. Increased capacity to use regulations and standards at every step from farm to point of exit</p>	High
Transport operators, freight forwarders, third party logistics operators	<p><u>Target audience</u> as they are users and takers of a transparent regulatory environment and have to be able to comply with the special requirements linked to the transport of perishable goods</p>	<p>Third party logistics providers are seen as enablers for the participation of SMEs in international trade as they provide specialised services which SMEs are not able to generate themselves. In developing efficient supply chains Third party providers need to be aware of and able to inform Governments of possible impediments to deliver their services efficiently and effectively.</p>	<p>Better understanding by other stakeholders of the possible role and contribution of third party logistics providers to Government policy and the development of an enabling environment and targeted services.</p>	Medium
Single window and paperless trade service entities (SW operators)	<p><u>Target audience</u> as SW operators provide paperless trading services for import and export.</p>	<p>In particular in developing countries SW operators can provide electronic document exchange and implement electronic licenses and permit management for agriculture products.</p>	<p>Use of existing SW infrastructure to establish efficient information exchange between ministries.</p>	Medium
Academic and other technical institutions	<p>Academia leads the research on new approaches for supply chain efficiency, agriculture trade and information technology in agriculture trade in a developing and transition country context.</p>	<p>Academia have an important role to synthesize and structure the experience from projects and national initiatives. They can explain how new technologies and approaches can be adapted to a specific national or regional context to improve supply chains.</p>	<p>Better understanding of stakeholders on latest technologies and on experiences made.</p>	Medium

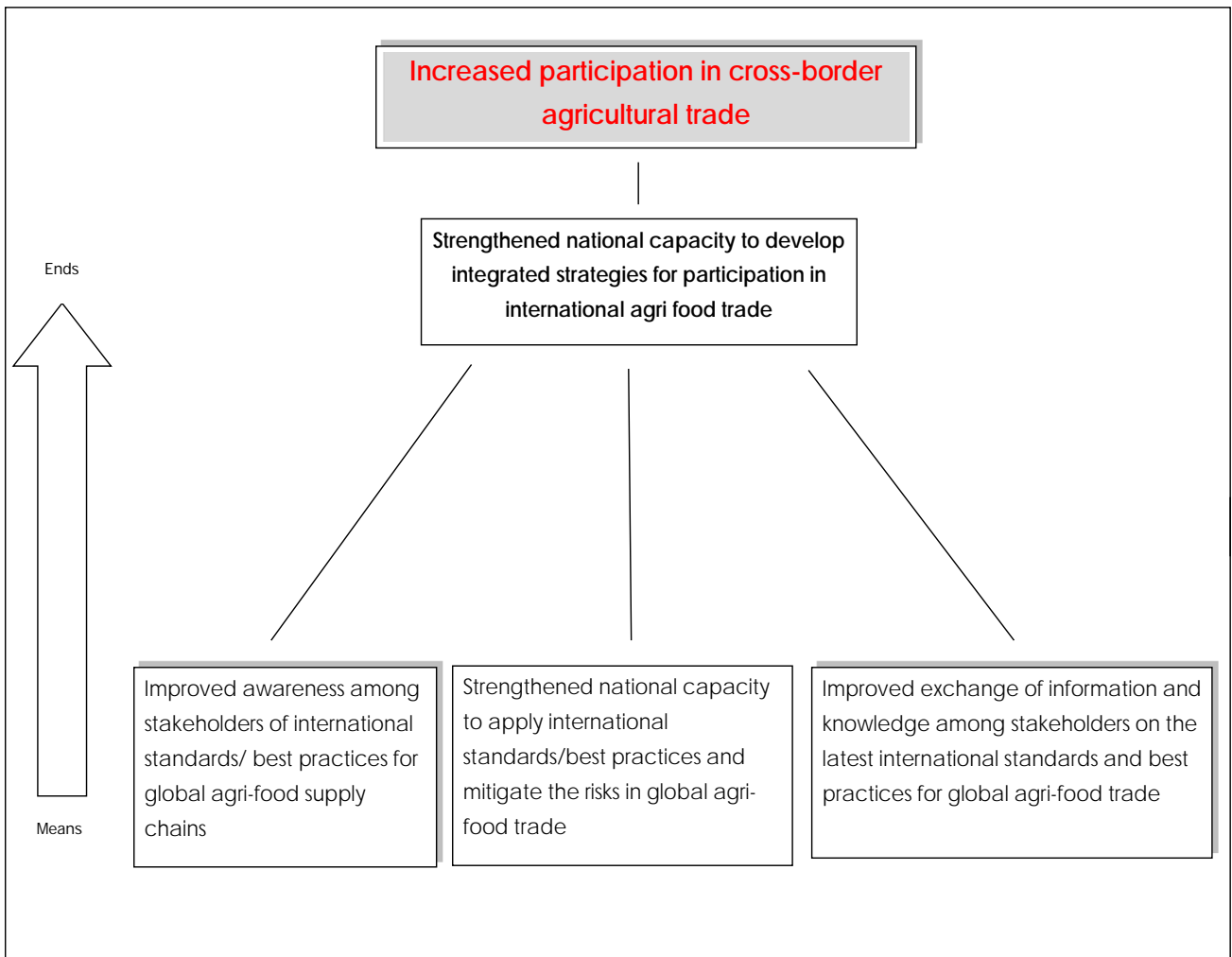
The emergence of innovative agriculture supply chains and the latest approaches to improve supply chain management provide new business and income opportunities, also for women. While only a few women are actively involved in national trade facilitation activities; the opposite is the case in the agricultural sector where a high percentage of women is involved in all stages of the supply chain. Gender concerns will therefore be addressed in the case studies, the training materials and due attention will be given to women's participation in the capacity-building workshops.

3.3 ANALYSIS OF THE OBJECTIVES

The project is expected to improve the knowledge and awareness among the major stakeholders of the agri-food supply chains in the selected target countries of international standards and best practices. This will help countries better analyze their needs and gaps; identify their specific capacity-building and technical needs and develop and implement integrated strategies to seize export opportunities and improve access to sustainable international trade in agricultural produce.

The guides and trainings will help countries translate the provisions of standards into actual practice and train them in their use in several important areas such as: compliance with specific international best practice in the area of risk mitigation/risk assessment systems, information exchange and integrated e-systems in the area of regulatory and documentary cooperation. This is expected to help countries' ability to define relevant and reality-based recommendations for better approaches for governance and agricultural export policies. It will also help them to take part more effectively and efficiently in global agri-food chains and eventually increase their export opportunities.

The project is also expected to enhance cooperation and coordination on national and regional levels on information exchange and use of best practices for facilitating agri-food supply chains through regional networks of experts. Building on achievements under previous projects, it will increase the effectiveness of information exchange through established channels but also create new ones with new countries and experts thus widening the scope. Information and experience exchanges among these experts are an important contribution to the sustainability of interventions beyond the life-cycle of the project.

Figure 1 – Objective tree (Analysis of the Objectives)

4. PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

4.1. PROJECT STRATEGY

The proposed project will strengthen beneficiaries' capacity to use internationally recognized standards, tools and best practice to identify problems and possible solutions to the gaps in their agri-food supply chains. This will be done together with the major public and private sector stakeholders in selected UNECE and UNESCAP target countries to foster the development of integrated strategies for better regulatory compliance, food quality, and increased the use of information technologies and data exchange to lower trade and transaction costs.

The project has been designed to accomplish its aim to strengthen capacities to develop integrated strategies for participation in cross-border agricultural trade through a combined approach. This approach pairs practical training and learning with the linking of countries to existing and new information and experience networks of experts which will continue beyond life-cycle of the project.

The project's strategy focuses on several components:

1. In order to increase the awareness and capacity of government officials and other stakeholders' awareness of existing instruments and their practical application, it is envisaged to develop training modules/guides focusing on both ways to improve the quality of agricultural produce as well as the means, technical and legal infrastructure necessary to increase countries' prospects to participate in cross-border agricultural trade. Currently, dedicated training material pooling the information spread among organizations and agencies, and providing help with implementation is rare and incomplete. The training modules will pool available material within UNECE (uniquely placed as the only regional commission developing agricultural quality standards from international trade) as well as material from other international organizations (including OECD, FAO, EU) and combine it with new modules on selected topics (such as risk mitigation, legislative requirements, technical infrastructure etc.). Both FAO and OECD have already expressed their strong interest in participating in this exercise. The training modules will be peer-reviewed by experienced practitioners who will subsequently train participants on their content. The training courses will combine theoretical and practical training. Training courses will be held on subregional/regional levels.

2. A second focus of the project's capacity-building component of the project will be the development of recommendations on the assessment of bottlenecks which hamper the access to cross-border agricultural trade, i.e. an analysis of the business processes and information flows from the farm to the point of export. These recommendations on assessment strategies (which will take into consideration the outcomes and recommendations of other UNDA projects (see section 1)) will highlight the shortcomings and show how the supply chains can be improved using international standards and best practices. The recommendations will be paired with a series of 4 country based case studies and process analyses. A prioritized implementation action plan will help countries identify and schedule the necessary reforms. At subsequent meetings and sub-regional workshops, stakeholders from both public and private sectors will be given these tools and information to help them analyse the trade efficiency of their own national cross-border agricultural supply chains and enhance them through international standards and best practice.

3. The final step will be the bringing together stakeholders in workshops and existing networks of experience and information exchange (for example UNNExT) to help decision makers and practitioners develop integrated strategies combining improved quality of agricultural produce, better

governance, regulatory compliance, improved electronic information exchange and enhanced and simplified processes. The information and policy exchanges of decision makers will continue beyond the project's life cycle and thus an important element of continuity.

The project will organize activities on the national level in 4 selected pilot countries, one in each sub-region as well as on subregional levels (train-the-trainer programmes to foster transfer of knowledge at national level) in close collaboration with relevant national institutions and partners to increase their reach. Further national programs can be implemented on demand. Whenever possible, the workshops will be held back-to-back with other regional forums to maximize impact and reduce costs.

All training modules, recommendations and Guide will be made available on UNECE's and UNESCAP's as well as UNNExT's website.

4.2. OBJECTIVE

To strengthen the capacity of selected target countries with economies in transition and developing countries to improve the planning, management and regulation of cross border agricultural food supply chains in order to support enhanced competitiveness and improved food security.

4.3 EXPECTED ACCOMPLISHMENTS

(EA1) Enhanced understanding and increased capacity among public and private sector stakeholders to apply standards and best practices for efficient regulation, information exchange and agricultural food quality in the development of national and sectoral strategies to improve access to sustainable international agricultural food supply chains and increase export opportunities.

(EA2) Strengthened capacity of policymakers and practitioners to exchange experiences and best practices for facilitating enhanced agricultural food supply chains.

4.4 INDICATORS OF ACHIEVEMENT

The following Indicators of Achievements (IOA) will be used to monitor and evaluate the project implementation:

(IA1.1) Increased number of decision makers from government agencies and private sector who understand international standards and best practices for sustainable agricultural food supply chains

(IA1.2) Increased number of new trade facilitation tools, instruments and international standards in use or planned for use to more efficiently plan and manage agriculture supply chains, as evidenced by policy and procedural changes

(IA2.1) Increased exchange of information on best practices and lessons learned on improving agricultural supply chains through the regional network of experts

4.5. ACTIVITIES

The following activities will be conducted to meet the objective and expected accomplishments of the project:

1.1. Develop and publish training materials/modules on minimum quality requirements for the export of agricultural produce (set 1), the technical and legal infrastructure necessary to ensure consistent quality exports and increase countries' prospects to participate in cross-border agricultural trade (set 2). The exact content of the two sets will be determined in the preparatory phase of the project. The training modules will pool standards and best practice material available at UNECE as well as material from other international organizations (including OECD, FAO, EU) and combine it with new modules on other prerequisites for successful cross-border agri-food trade including risk mitigation, legislative requirements etc.

1.2. Develop a guide (set of recommendations) for the assessment of shortcomings in agriculture supply chains and the improvement of trade efficiency to help countries increase their access to cross-border agricultural trade using international standards and best practices.

1.3. Prepare a series of country-based case studies which analyses priority agri-food supply chains in selected countries, show how the application of standards and best practices can improve these supply chains and draft a prioritized implementation action plans for subsequent reform processes. The studies will provide concrete examples and lessons learnt that will be integrated into the capacity-building workshops of the project.

1.4 Organize 4 subregional capacity-building workshops focusing on product specific, priority agricultural supply chains in the project's target countries/sub regions for policy makers, traders and producers, to share the findings of the case studies and the set of recommendations as well as good practices and initiatives on international standards and best practice. The workshops are expected to focus on how to apply international standards and best practice to the countries' priority agricultural supply chains.

2.1 Organize 2 regional workshops for national policymakers and stakeholders in agri-food supply chains focusing on the policy priorities of the regions. The workshops will help extend (under the umbrella of UNNExT) or establish advisory groups on the development of integrated strategies combining improved quality of agricultural produce, better governance, regulatory compliance, improved electronic information exchange and enhanced and simplified processes. The groups will liaise with policy makers in their own countries and the region and help further promote the project's deliverables and their integration into national and regional agendas.

2.2 Organize a concluding international workshop with the participation of public and private sector experts from the UNESCAP and UNECE target and pilot countries to review the project's outcomes and deliverables to ensure continuity, integration into national agendas and support for follow-up actions.

4.6. RISKS AND MITIGATION ACTIONS

The **main assumption** under which this project operates is that the production of integrated strategies and trade facilitation for better participation in international agri-food trade is on the target countries' development agenda.

Risks identified for this project (which are closely linked to the aforementioned assumption) relate to a possible lack of willingness and financial resources in the countries to facilitate relevant stakeholders' participation in the project's activities. Furthermore, there is a risk that countries do not follow up on recommendations and commit to an often long reform process. This could lead to the discontinuation of the knowledge, capacity, and skills developed under the project. While out of the project's control, in order to minimize these risks, particular attention will be given to the careful selection of countries identified on the basis of prior experience or assessments. Government agencies

will be asked to facilitate the participation of stakeholders in the network of experts and capacity building activities implemented under the project.

Furthermore, as the project aims to strengthen several facets of capacities needed to tackle countries' integration into cross-border agricultural trade; it will deal with stakeholders from several different government agencies (including trade facilitation-related agencies) or line ministries. This assumes a certain degree of coordination and cooperation among them. Should this not be the case, any kind of effective reform attempt will be jeopardized. Similarly, a lack of co-operation between the public and the private sectors but also among private sector stakeholders will negatively impact on the project's objective. The risk can only be tackled on a case-by-case basis and somewhat minimized by careful prior analysis of the countries' situation.

Unforeseen political problems between neighbouring countries or changing political and government structures during the project's life cycle could also influence the outcome of the project.

4.7. SUSTAINABILITY

The project has been designed to ensure maximum multiplier effect by training trainers who will then replicate the training sessions at national and local levels in their respective countries, thus reaching out to a large number of stakeholders. In addition, the decision to organize capacity-building on the sub-regional level should foster regional collaboration beyond the life-cycle of the project.

The project is also designed in such a way that it builds on already existing network of experts to integrate new ones and thus fosters wider and sustainable cooperation at lower costs for future stakeholders. The training materials and recommendations developed under the project will be made available to all beneficiaries, and on all partners' Internet sites. It will be usable, and on national or international levels expandable, free of charge and globally beyond the project's life-cycle.

It is also expected that the project will open funding opportunities from the donor community eager to foster agricultural trade development as a potential backbone of many developing and transition economies but not yet exploited (or not used to its full extent).

5. MONITORING AND EVALUATION

The project implementation will be monitored by the UNECE Governmental Cooperation Section in close collaboration with UNESCAP's Trade and Investment Division based on the detailed result based work plan. Monitoring of progress made to achieve the expected accomplishments will be done throughout the project's life cycle on the basis of the proposed indicators and means of verification.

Institutional mechanisms under the UNNExT, such as the Advisory Committee and the various Advisory Groups, will also be used to monitor implementation – the committee and the advisory groups are expected to meet once a year, generally on the side of the Forums to be organized under the project. The final evaluation of the project will be done by an external consultant who will evaluate the project results and impact on the basis of data and reports including surveys, online-questionnaires from officials and related stakeholder representatives who participated in the project activities as well as UNNExT registered community participants and experts, reports from target stakeholders, outcome of analyses of country reports and presentations made during project activities.

6. IMPLEMENTATION PARTNERS AND ARRANGEMENTS

The project will be implemented jointly by UNECE (lead agency) and UNESCAP. UNECE with the input from UNESCAP will carry out administrative and reporting responsibilities. Within UNECE, the Economic Development, Trade, and Land Management Division will be responsible for leading, coordinating and monitoring the project and provide expertise on the topics covered by the capacity building activities included in this proposal. Within UNESCAP, the project will be carried out by the UNESCAP's Trade Facilitation Unit, Trade and Investment Division.

Terms of reference for the main deliverables of the project, including the training materials, recommendations and case studies will be reviewed by an inter-agency *Project Steering Group* consisting of the project management teams from UNECE and UNESCAP to ensure their compliance with project requirements and objectives. UNECE and UNESCAP jointly operate the United Nations Network of Experts for Paperless Trade (UNNEXT) which provides a peer-to-peer network of policy makers and experts from developing countries for trade facilitation implementation. Under this Network a sub-working group for agriculture trade facilitation has been established. UNECE and UNESCAP will use this expert group as an advisory board to help focus project activities and ensure maximum absorption of deliverables in the countries.

In addition, the services of national and international consultants will be used to support the development of training materials and the conducting of capacity building workshops. The identification of target countries will be demand driven and is dependent on the actual readiness of a specific country to actively engage. Project countries will be selected from the following sub-regions: Western Balkan, Central Asia, South Asia and South East Asia. Four pilot countries for national interventions (as described above) will be selected according to criteria set out in Section 2.2. The outcomes of the project will be shared among the countries and parties involved to maximise synergies amongst the target groups.

The project will build on existing relationships with other international organizations both within and without the UN system, including other regional commissions, FAO, OECD, the EU as well as relevant subregional (ASEAN, SAARC, ECO), regional (ADB, APEC, IDB, WCO Regional Office) and other organizations working in the target countries (e.g. USAID, GIZ). The project will work closely with WTO, the International Trade Centre and UNCTAD. It will draw on the existing regional networks established by previous UNDA projects, including UNNEXT.

ANNEX 1: SIMPLIFIED LOGICAL FRAMEWORK

Intervention logic	Indicators	Means of verification	Risks/Assumptions
<p>Objective: To strengthen the capacity of selected target countries with economies in transition and developing countries to improve the planning, management and regulation of cross border agricultural food supply chains in order to support enhanced competitiveness and improved food security</p>			
<p>Expected accomplishment 1 (EA1) Enhanced understanding and increased capacity among public and private sector stakeholders to apply standards and best practices for efficient regulation, information exchange and agricultural food quality in the development of national and sectoral strategies to improve access to sustainable international agricultural food supply chains and increase export opportunities.</p>	<p>(IA1.1) Increased number of decision makers from government agencies and private sector who understand international standards and best practices for sustainable agricultural food supply chains</p> <p>(IA1.2) Increased number of new trade facilitation tools, instruments and international standards in use or planned for use to more efficiently plan and manage agriculture supply chains, as evidenced by policy and procedural changes</p>	<p>- Survey during and at the end of capacity building activities.</p> <p>- Outcome of internet-based questionnaires to selected agencies.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> - Production of integrated strategies for better participation in international agri-food trade is on the target countries' development agenda. - Coordination and cooperation among government agencies - Trade facilitation is among Target countries' regional/national development policy priorities - Countries are willing to follow up on recommendations. - Sufficient participation of relevant stakeholders from target countries and government agencies facilitate their participation in the activities implemented under the project. <p>Risks:</p> <ul style="list-style-type: none"> - Insufficient participation of relevant stakeholders from target countries - Unforeseen political problems between neighbouring countries or changing political and government structures during the project's life cycle influencing the outcome of the project
<p>1.1 Main activity (A1.1) Develop and publish training materials/modules on minimum quality requirements for the export of agricultural produce (set 1), the technical and legal infrastructure necessary to ensure consistent quality exports and increase countries' prospects to participate in cross-border agricultural trade (set 2). The exact content of the two sets will be determined in the preparatory phase of the project. The training modules will pool standards and best practice material available at UNECE as well as material from other international organizations (including OECD, FAO, EU) and combine it with new modules on other prerequisites for successful cross-border agri-food trade including risk mitigation, legislative requirements etc.</p>			

1.2 Main activity (A1.2) Develop a guide (set of recommendations) for the assessment of shortcomings in agriculture supply chains and the improvement of trade efficiency to help countries increase their access to cross-border agricultural trade using international standards and best practices.			
1.3 Main activity (A1.3) Prepare a series of country-based case studies which analyses priority agri-food supply chains in selected countries, show how the application of standards and best practices can improve these supply chains and draft a prioritized implementation action plans for subsequent reform processes. The studies will provide concrete examples and lessons learnt that will be integrated into the capacity-building workshops of the project.			
1.4 Main activity (A1.4) Organize 4 subregional capacity-building workshops focusing on product specific, priority agricultural supply chains in the project's target countries/subregions for policy makers, traders and producers, to share the findings of the case studies and the set of recommendations as well as good practices and initiatives on international standards and best practice. The workshops are expected to focus on how to apply international standards and best practice to the countries' priority agricultural supply chains.			
Expected accomplishment 2 (EA2) Strengthened capacity of policymakers and practitioners to exchange experiences and best practices for facilitating enhanced agricultural food supply chains	(IA2.1) Increased exchange of information on best practices and lessons learned on improving agricultural supply chains through the regional network of experts	- Stakeholders' participation in the regional network of experts - Reports on consultations, sharing of best practices and exchange of information under UNNExT	Assumptions: - Certain degree of effective co-operation among various trade facilitation agencies and with the private sector exist. - Government agencies facilitate the participation of stakeholders in the network of experts and capacity building activities implemented under the project.
2.1 Main activity (A2.1) Organize 2 regional workshops for national policymakers and stakeholders in agri-food supply chains focusing on the policy priorities of the regions. The workshops will help extend (under the umbrella of UNNExT) or establish advisory groups on the development of integrated strategies combining improved quality of agricultural produce, better governance, regulatory compliance, improved electronic information exchange and enhanced and simplified processes. The groups will liaise with policy makers in their own countries and the region and help further promote the project's deliverables and their integration into national and regional agendas.			
2.2 Main activity (A2.2) Organize a concluding international workshop with the participation of public and private sector experts from the UNESCAP and UNECE target and pilot countries to review the project's outcomes and deliverables to ensure continuity, integration into national agendas and support for follow-up actions.			
External evaluation			

ANNEX 2: RESULT BASED WORK PLAN

Expected accomplishment	Main activity	Timeframe by output/activity			
		2014	2015	2016	2017
<p>EA1: Expected accomplishment 1</p> <p>Expected accomplishment 1 (EA1) Enhanced understanding and increased capacity among public and private sector stakeholders to apply standards and best practices for efficient regulation, information exchange and agricultural food quality in the development of national and sectoral strategies to improve access to sustainable international agricultural food supply chains and increase export opportunities.</p>	<p>1.1 Main activity (A1.1) Develop and publish training materials/modules on minimum quality requirements for the export of agricultural produce (set 1), the technical and legal infrastructure necessary to ensure consistent quality exports and increase countries' prospects to participate in cross-border agricultural trade (set 2).</p>	<p>Q 4 Training material set 1 Consolidate available material and add new</p>	<p>Q2 Training material set 1 (cont) Translation of Training material set 1 into Russian</p> <p>Q3 Publication and dissemination</p>	<p>Q1 -2 Training material set 2</p> <p>Q3 Translation of training material set 2 into Russian</p> <p>Q4 Publication and dissemination</p>	Dissemination
	<p>1.2 Main activity (A1.2) Develop a guide (set of recommendations) for the assessment of shortcomings in agriculture supply chains and the improvement of trade efficiency to help countries increase their access to cross-border agricultural trade using international standards and best practices.</p>	<p>Q4 Development guide (set of recommendations)</p>	<p>Q2 Development guide (set of recommendations) (cont.)</p> <p>Q3 and Q4 Peer review of guide (set of recommendations)</p> <p>Q3/4 Translation of guide (set of recommendations) into Russian</p> <p>Q4 Presentation of guide (set of recommendations) at Sub-regional Forum 3</p>	<p>Q4 Presentation of guide (set of recommendations) at Sub-regional Forum 4</p>	Dissemination
	<p>1.3 Main activity (A1.3) Prepare a series of country-based case studies which analyses priority agri-food supply chains in selected countries, show how the</p>		<p>Q1 Preparation of case studies and action plans</p> <p>Q3 Review and analysis of case studies and action plans – preparation of a</p>	<p>Q1 Preparation of case studies and action plans cont.</p> <p>Q3 Review and analysis of case studies and action plans – preparation of a</p>	

	<p>application of standards and best practices can improve these supply chains and draft a prioritized implementation action plans for subsequent reform processes. The studies will provide concrete examples and lessons learnt that will be integrated into the capacity-building workshops of the project.</p>		<p>set of recommendations, translation into Russian</p> <p>Q4 Start preparation of case studies and action plans</p> <p>Q4 Presentation of Recommendations at Sub-regional Forum 2</p>	<p>set of recommendations translation into Russian</p> <p>Q4 Presentation of Recommendations at Sub-regional Forum 4</p>	
	<p>1.4 Main activity (A1.4) Organize 4 subregional capacity-building workshops focusing on product specific, priority agricultural supply chains in the project's target countries/subregions for policy makers, traders and producers, to share the findings of the case studies and the set of recommendations as well as good practices and initiatives on international standards and best practice. The workshops are expected to focus on how to apply international standards and best practice to the countries' priority agricultural supply chains.</p>		<p>Q2 Sub-Regional Forum 1</p> <p>Q4 Sub-regional Forum 2</p>	<p>Q3 Sub-Regional Forum 3</p> <p>Q4 Sub-regional Forum 4</p>	
<p>EA2: Expected accomplishment 2 Strengthened capacity of policymakers and practitioners to exchange experiences and best practices for facilitating enhanced agricultural food supply chains</p>	<p>2.1 Main activity (A2.1) Organize 2 regional workshops for national policymakers and stakeholders in agri-food supply chains focusing on the policy priorities of the regions. The workshops will help extend (under the umbrella of UNNExT) or establish advisory</p>		<p>Q2 Regional workshop on agri-food supply chains 1 (UNESCAP region)</p>	<p>Q2 Regional workshop on agri-food supply chains 2(ECE region)</p>	

	<p>groups on the development of integrated strategies combining improved quality of agricultural produce, better governance, regulatory compliance, improved electronic information exchange and enhanced and simplified processes.</p>				
	<p>2.2 Main activity (A2.2) Organize a concluding international workshop with the participation of public and private sector experts from the UNESCAP and UNECE target and pilot countries to review the project's outcomes and deliverables to ensure continuity, integration into national agendas and support for follow-up actions</p>				<p>Q 3 Concluding international workshop</p>

ANNEX 3: RESULT BASED BUDGET

Expected accomplishment	Main activities	Budget lines	Amount Total
EA1: (EA1) Enhanced understanding and increased capacity among public and private sector stakeholders to apply standards and best practices for efficient regulation, information exchange and agricultural food quality in the development of national and sectoral strategies to improve access to sustainable international agricultural food supply chains and increase export opportunities.	(A1.1) Develop and publish training materials/modules on minimum quality requirements for the export of agricultural produce (set 1), the technical and legal infrastructure necessary to ensure consistent quality exports and increase countries' prospects to participate in cross-border agricultural trade (set 2).	604 (0111/2601) Consultants	15,000
		612 Contractual Services	8,000
		608 (2302) Travel of Staff	4,260
		616 /4707/8229 Operating expenses	1,000
		Sub-total	28,260
	(A1.2) Develop a guide (set of recommendations) for the assessment of shortcomings in agriculture supply chains and the improvement of trade efficiency to help countries increase their access to cross-border agricultural trade using international standards and best practices.	604 (0111/2601) Consultants	10,000
		608 (2302) Travel of Staff	4,260
		612 Contractual Services	1,000
		616 /4707/8229 Operating expenses	1,000
		Sub-total	16,260
	(A1.3) Prepare a series of country-based case studies which analyses priority agri-food supply chains in selected countries, show how the application of standards and best practices can improve these supply chains and draft a prioritized implementation action plans for subsequent reform processes. The studies will provide concrete examples and lessons learnt that will be integrated into the capacity-building workshops of the project.	604 (0111/2601) Consultants	16,000
		612 Contractual Services	2,000
		608 (2302) Travel of Staff	4.260
		616 /4707/8229 Operating expenses	1,000
		Sub-total	23,260
	(A1.4) Organize 4 subregional capacity-building workshops focusing on product specific, priority agricultural supply chains in the project's target countries/sub regions for policy makers, traders and producers, to share the findings of the case studies and the set of recommendations as well as good practices and initiatives on international standards and best practice. The workshops are expected to focus on how to apply international standards and best practice to the countries' priority agricultural supply chains.	621 (7202) Workshops incl. Travel of participants	192,000
		608 (2302) Travel of Staff	18,400
		604 (0111/2601) Consultants	25,000
		612 Contractual Services	6,000
		616 /4707/8229 Operating expenses	2,000
Sub-total		243,400	

Expected accomplishment	Main activities	Budget lines	Amount Total
EA2: Strengthened capacity of policymakers and practitioners to exchange experiences and best practices for facilitating enhanced agricultural food supply chains	(A2.1) Organise 2 regional workshops for national policymakers and stakeholders in agri-food supply chains focusing on the policy priorities of the regions. The workshops will help extend (under the umbrella of UNNExT) or establish advisory groups on the development of integrated strategies combining improved quality of agricultural produce, better governance, regulatory compliance, improved electronic information exchange and enhanced and simplified processes.	621 (7202) Workshops incl. Travel of participants	50,000
		608 (2302) Travel of Staff	9,200
		604 (0111/2601) Consultants	20,000
		612 Contractual Services	2,000
		616 /4707/8229 Operating expenses	1,000
		Sub-total	82,200
	(A2.2) Organize a concluding international workshop with the participation of public and private sector experts from the UNESCAP and UNECE target and pilot countries to review the project's outcomes and deliverables to ensure continuity, integration into national agendas and support for follow-up actions.	621 (7202) Workshops incl. Travel of participants	25,000
		608 (2302) Travel of Staff	4,600
		604 (0111/2601) Consultants	4,000
		612 Contractual Services	2,000
		616 /4707/8229 Operating expenses	1,000
		Sub-total	36,600
External Evaluation		604	10,000
TOTAL			440,000

ANNEX 4: BUDGET DETAILS

4.1. Summary table

Object Class	Object code	Object Description	UNESCAP	UNECE	Total	Explanation of changes compared to the Concept Note
604	Consultants (total)		40,000	60,000	100,000	
	0140	National/ Regional consultants	22,000	18,000		
	0111	International Consultants incl.	10,000	16,000		
	0111	External evaluator		10,000		
	2601	Consultants travel	8,000	16,000		
608	2302	Travel of Staff	22,500	22,500	45,000	
612	3908	Contractual Services	6,000	15,000	21,000	
616	4707/8229	Operating expenses		7,000	7,000	
621	7202	Seminars and workshops	121,000	146,000	267,000	
TOTAL			189,500	250,500	440,000	No change in total budget

4.2. DETAILED JUSTIFICATION BY OBJECT CODE

Consultants (national/regional consultants and international consultants, travel) (object code 0140, 0111, 2601) - US\$ 100,000

(a) International consultants (object code 0111 - US\$ 26,000)

International consultants for the task(s) of drafting the training material in support of activities A1.1; for drafting a guide (set of recommendations) and country-based case studies in support of activities A.1.2 and A1.3. For the task(s) of the substantive preparation and conducting of workshops in support of activities A1.4, A 2.1 and A.2.2 [Total 4.33 work months: A1.1 (.9 work month), A1.2 (.9 work month), A1.3 (.9 work month), A1.4 (0.6 work month), A2.1 (0.6 work month), and A2.2 (0.5 work month)]. (4.33 work months) x (\$6,000 per month) = **\$26,000**

UNECE: US\$ 16,000 (estimated 2.67 work-months x US\$6,000 p/mth)
UNESCAP: US\$ 10,000 (estimated 1.66 work-months x US\$ 6,000 p/mth)
Sub-total: US\$ 26,000 (Total estimated 4.33 work-months x US\$ 6,000 p/mth)

(b) National / Regional consultants (object code 0140 - US\$ 40,000)

National consultants for task(s) of providing substantive input to drafting the training material; a guide (set of recommendations) and country-based case studies in support of activities A.1.1, A1.2 and A1.3. For the task(s) of workshop support (activities A,1.4, A2.1 and A.2.2). [Total 16 work months: A1.1 (2.4 work months), A1.2 (2.4 work months), A1.3 (2.2 work months), A1.4 (3.0 work months), A-2.1 (3.0 work months), and A2.2 (3.0 work months)] (16 work months) x (\$2,500 per month) = **\$40,000**

UNECE: US\$ 18,000 (estimated 7.2 work-months x US\$ 2,500 p/mth)
UNESCAP: US\$ 22,000 (estimated 8.8 work-months x US\$ 2,500 p/mth)
Sub-total: US\$ 40,000 (Total estimated 16 work-months x US\$ 2,500 p/mth)

(c) In support of the evaluation of the project (object code: 0111): = \$10,000

(d) Consultant travel (object code 2601 – US\$ 24,000)

- Consultants at UNECE and UNESCAP travel (5 missions) to provide advisory services and fact finding missions in support of activities A1.3 (\$ 2000 average mission cost) x (5 missions) = \$ 10,000

- Consultants at UNECE and UNESCAP travel (7 missions) for the purpose of supporting workshops and exchanging experiences in target sub-regions (Western Balkans, Central Asia, South Asia, South East Asia) and 4 pilot countries, in support of activities A1.4, , A.2.1 and A2.2 (\$ 2000 average mission cost) x (7 missions) = **\$14,000**

UNECE: US\$ 16,000 (average US\$ 2,000 per mission x 8 missions)
UNESCAP: US\$ 8,000 (average US\$ 2,000 per mission x 4 missions)
Sub-total: US\$ 24,000 (Total average US\$ 2,000 per mission x 12 missions)

Travel of Staff (object code 2302 – US\$ 22,600)

(a) UN Staff from the implementing entity

- UNECE representative at 4 sub-regional workshops, 2 regional workshop and the concluding international workshop (7 missions), in support of activities A1.4, A2.1 and A2.2 (\$2,300 average mission cost) x (7 missions) = **\$16,100**

- UNECE advisory services and fact finding missions (3 missions) in support of activity A1.1, A.1.2 and A1.3 (\$ 2,130 average mission cost) x (3 missions) = **\$6,400**

(b) Staff from other UN entities collaborating in project (UNESCAP)

- UNESCAP representative at 4 sub-regional workshops, 2 regional workshops and 1 international concluding international workshop (7 missions), in support of activities A1.4, A2.1 and A2.2 (\$2,300 average mission cost) x (7 missions) = **\$16,100**

- UNESCAP advisory services and fact finding missions (3 missions) in support of activity A1.1, A.1.2 and A1.3 (\$ 2,130 average mission cost) x (3 missions) = **\$6,400**

UNECE: US\$ 22,500 (average US\$ 2,200 per mission x 10 missions)
UNESCAP: US\$ 22,500 (average US\$ 2,200 per mission x 10 missions)
Sub-total: US\$ 45,000 (Total average US\$ 2,200 per mission x 20 missions)

Contractual services (object code 3908 – US\$ 21,000)

A provision of \$21,000 is required for

- Translation into Russian in support of activities A1.1, A1.2 and A1.3: = **\$11,000**

- Translation into Russian of workshop documents, and interpretation services in support of activities A1.3, A1.4, A2.1 and A2.2: = **\$10,000**

UNECE: US\$ 15,000 (for activity A1.1, A1.2, A1.3, A 1.4, A2.1, A2.2)
UNESCAP: US\$ 6,000 (for activity A1.2, A1.3, A2.1, A2.2)
Sub-total: US\$ 21,000

General operating expenses (object code 4707/8229)

(a) Communications

In support of A1.1, A1.2, A1.3, A1.4, A2.1 and A2.2 = **\$3,000**

(b) Other general operating expenses

In support of A1.1, A1.2, A1.3, A1.4, A2.1 and A2.2 = **\$4,000**

Training (object code 7202 – US\$ 267,000)

(a) Workshops & seminars

- Four subregional capacity-building workshops in support of activity A1.4; one in each sub-region for 3-4 public and private sector agricultural supply chain stakeholders from each country of the subregion covered, i.e. up to 30 participants per subregional workshop (\$ 48,000 per workshop x 4 workshops) = **\$192,000**

- Two regional workshops (one in UNECE region; one in UNESCAP region) organized back-to-back with other meetings to ensure best use of funds, in support of activity A2.1 for up to 15 national policymakers and stakeholders in agri-food supply chains focusing on the policy priorities of the regions (\$ 25,000 per workshop x 2 meetings) = **\$50,000**

- One concluding international workshop for up to 15 funded public and private sector participants from the UNESCAP and UNECE target and pilot countries to review the project's outcomes and ensure support for follow-up actions, organized back-to-back with regular meetings either in the UNECE or

UNESCAP region to increase efficiency and maximise funding in support of activity A2.2 (\$ 1,670 per participant x 15 participants) = **\$25,000**

UNECE: **US\$ 146,000** (= 96,000 + 25,000 + 25,000) for 2 sub-regional workshops; 1 regional workshop; and funds for 15 participants at the concluding international workshop at 1,670 per participant

UNESCAP: **US\$ 121,000** (96,000 + 25,000) for 2 sub-regional workshops; and 1 regional workshop

Sub-total: **US\$ 267,000**

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