IMPLEMENTATION REVIEW AND SUPPORT SYSTEM (IRSS)

Food and Agriculture Organization of the United Nations

International Plant Protection Convention

12
2017

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Preparing a national phytosanitary capacity development strategy

A phytosanitary capacity development training tool for NPPOs

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Feedback, please: We would appreciate your feedback for improvement of this document. Thanks for your comments.

This paper presents a guide to preparing a national phytosanitary capacity development strategy. This work has been developed by Jeffrey Jones, International Phytosanitary Consultant, and reviewed by the IPPC Secretariat. The development of this guide was made possible thanks to funding from the Standards and Trade Development Facility through project "Training of Phytosanitary Capacity Evaluation (PCE) facilitators" (STDF/PG/401, http://www.standardsfacility.org/PG-401).

Food and Agriculture Organization of the United Nations
Rome, 2017

ISBN 978-92-5-109913-1

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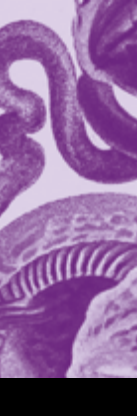

Acronyms and abbreviations

ALPP	areas of low pest prevalence
CPM	Commission on Phytosanitary Measures
FAO	Food and Agriculture Organization of the United Nations
IPPC	International Plant Protection Convention
ISPMs	International Standards for Phytosanitary Measures
NPPO	National Plant Protection Organization
PCE	phytosanitary capacity evaluation
PFA	pest free area
PFS	pest free sites (of production)
PRA	pest risk analysis
SOPs	standard operating procedures
SPS	sanitary and phytosanitary measures
SWOT	strengths, weaknesses, opportunities and threats
TA	technical assistance
WTO	World Trade Organization

Explanatory notes

area of low pest prevalence: An area, whether all of a country, part of a country, or all or parts of several countries, as identified by the competent authorities, in which a specific pest is present at low levels and which is subject to effective surveillance or control measures [IPPC, 1997; revised CPM, 2015]

buffer zone: An area surrounding or adjacent to an area officially delimited for phytosanitary purposes in order to minimize the probability of spread of the target pest into or out of the delimited area, and subject to phytosanitary or other control measures, if appropriate [ISPM 10:1999; revised ISPM 22:2005; CPM, 2007]

emergency action: A prompt phytosanitary action undertaken in a new or unexpected phytosanitary situation [ICPM, 2001]

emergency measure: A phytosanitary measure established as a matter of urgency in a new or unexpected phytosanitary situation. An emergency measure may or may not be a provisional measure [ICPM, 2001; revised ICPM, 2005]

integrity (of a consignment): Composition of a consignment as described by its phytosanitary certificate or other officially acceptable document, maintained without loss, addition or substitution [CPM, 2007]

NPPO: National plant protection organization – official service established by a government to discharge the functions specified by the IPPC [FAO, 1990; formerly plant protection organization (national)].

official control: The active enforcement of mandatory phytosanitary regulations and the application of mandatory phytosanitary procedures with the objective of eradication or containment of quarantine pests or for the management of regulated non-quarantine pests [ICPM, 2001]

pest: Any species, strain or biotype of plant, animal or pathogenic agent injurious to plants or plant products. Note: In the IPPC, "plant pest" is sometimes used for the term "pest" [FAO, 1990; revised ISPM 2, 1995; IPPC, 1997; CPM, 2012]

pest free area: An area in which a specific pest is absent as demonstrated by scientific evidence and in which, where appropriate, this condition is being officially maintained [ISPM 2, 1995; revised CPM, 2015]

pest free place of production: Place of production in which a specific pest is absent as demonstrated by scientific evidence and in which, where appropriate, this condition is being officially maintained for a defined period [ISPM 10, 1999; revised CPM, 2015]

pest free production site: A production site in which a specific pest is absent, as demonstrated by scientific evidence, and in which, where appropriate, this condition is being officially maintained for a defined period [ISPM 10, 1999; revised CPM, 2015]

pest risk analysis (agreed interpretation): The process of evaluating biological or other scientific and economic evidence to determine whether an organism is a pest, whether it should be regulated, and the strength of any phytosanitary measures to be taken against it [ISPM 2, 1995; revised IPPC, 1997; ISPM 2, 2007]

phytosanitary legislation: Basic laws granting legal authority to a national plant protection organization from which phytosanitary regulations may be drafted [FAO, 1990; revised FAO, 1995]

phytosanitary measure (agreed interpretation): Any legislation, regulation or official procedure having the purpose to prevent the introduction or spread of quarantine pests, or to limit the economic impact of regulated non-quarantine pests [ISPM 4, 1995; revised IPPC, 1997; ICPM, 2002]

plant quarantine: All activities designed to prevent the introduction or spread of quarantine pests or to ensure their official control [FAO, 1990; revised FAO, 1995]

point of entry: Airport, seaport, land border point or any other location officially designated for the importation of consignments, or the entrance of persons [FAO, 1995; revised CPM, 2015]

quarantine pest: A pest of potential economic importance to the area endangered thereby and not yet present there, or present but not widely distributed and being officially controlled [FAO, 1990; revised FAO, 1995; IPPC 1997]

regulated pest: A quarantine pest or a regulated non-quarantine pest [IPPC, 1997]

Note: These definitions are sourced from the IPPC glossary of phytosanitary terms (ISPM 5). This list includes only the glossary terms that are used in this guide. The glossary is updated annually based on decisions taken by the IPPC Commission on Phytosanitary Measures. The complete and updated glossary is maintained at: www.ippc.int/publications/glossary-phytosanitary-terms. The definitions are accurate as of August 2017.

Summary

The preparation of a national phytosanitary capacity development strategy requires a very clear understanding of the term phytosanitary capacity. The definition takes into account the ability of individuals, organizations and systems of a country to perform effectively and sustainably in order to protect plant and plant products from pests and to facilitate trade.

The phytosanitary capacity evaluation (PCE) tool serves as a diagnostic tool for the NPPO to gauge the capacity gap between the current situation and what is needed to meet the requirements of the IPPC and its ISPMs. The modules of the PCE each target critical functional areas of the country and the NPPO. The users of the PCE are taken through a strategic planning process provided by the tool that involves (i) gap analysis, (ii) problem analysis to ensure that the root causes rather than symptoms are identified and addressed, (iii) analysis of strengths, weaknesses, opportunities and threats (SWOT), and (iv) identification of priorities for capacity development in a strategic plan.

Stakeholders are critically important in the work of the NPPO, and tools enabling stakeholder analyses tools are used to identify stakeholders and their possible roles in phytosanitary capacity development.

Articulating a clear vision and mission that are consistent with those of the IPPC – and are a good fit with national objectives, and identify core values of the NPPO – is a critical step in a strategic planning process for the NPPO. Strategic priorities and approaches are established using the results of a case study of a country.

The logical framework approach is used to organize and process information for project development, as well as to strengthen project design, implementation and evaluation. Relationships are established among the key elements of the log frame, namely activities, outputs, outcomes and impact on one axis; and results chain, indicators, means of verification and assumptions on the other.

A project work plan based on the information presented in the case study is introduced to schedule project activities, identify responsible units or persons and resources required.


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1 Introduction

In developing a national phytosanitary capacity development strategy, it is important to have a clear understanding of the meaning of phytosanitary capacity. This has been defined by the International Plant Protection Convention (IPPC) as "*the ability of individuals, organizations and systems of a country to perform functions effectively and sustainably in order to protect plants and plant products from pests and to facilitate trade, in accordance with the IPPC".* Further clarification on the subject is included in this manual.

The basis of any **strategy development** is the understanding of the current situation, and of where the organization wants to be and how it will get there. This requires an evaluation of current capacities as against the goals of the organization, identifying the priority issues to be addressed.

The **phytosanitary capacity evaluation (PCE) tool**, its components and methodology of application are explained in this manual. The PCE provides the basis for analysis of national phytosanitary capacities. The NPPO is looked at in a national context as well as in the international context regarding the functions to be performed, as detailed by the IPPC.

Strategic limitations are determined, and the use of a tool for organizing information on the **strengths, weaknesses, opportunities and threats** (SWOT analysis) is explained.

Strategies, guidelines and principles highlight the importance of a vision, a mission statement, core values and the need for a collaborative approach that enables the NPPO to tap resources of relevant national institutions.

This guide gives **guidance on the identification of strategic issues and priorities** that should be addressed and the importance of identifying specific activities to be done in order to properly address these priorities. Relevant strategic planning tools are introduced and demonstrated. The **logical framework (log frame) approach** is introduced as a powerful tool for organizing projects, and its importance and use are explained in detail with some examples.

This document guides users in the preparation of a **realistic budget in project development and the development of a work plan** for ease of tracking and evaluating progress in the implementation of a project.

A clear linkage between phytosanitary capacity evaluation and strategy development and project preparation is made, because the ultimate goal of any government or NPPO is to have a project that is well written and justifiable and that can be used to appeal to lending agencies for funding.

The guide provides exercises for training on key aspects of strategy development and project design so that the users are maximally involved in the strategic planning process.

2 Definition and concept of phytosanitary capacity

The IPPC defined national phytosanitary capacity as: *"The ability of individuals, organizations and systems of a country to perform functions effectively and sustainably in order to protect plants and plant products from pests and to facilitate trade, in accordance with the IPPC".*

Further clarification to the definition was endorsed by the Commission on Phytosanitary Measures in 2009 (CPM-4). These concepts expand this definition and apply to the national phytosanitary capacity of contracting and non-contracting parties and are as follows:

- By referring to the individuals, organizations and systems of a country, it is recognized that national phytosanitary capacity combines the knowledge and functions of many entities in a country, not just NPPOs.
- By referring to systems of a country, it clarifies that national capacity includes the ability of individuals and organizations to cooperate and communicate, both formally and informally. Such cooperation may be national, regional or international.
- The functions that need to be performed are technical, legal, administrative and managerial. Capacity includes the ability to develop and apply knowledge, skills and tools appropriate to these functions.
- Each country will have its own level of capacity and it is recognized that phytosanitary capacity is not static and changes over time.
- The phytosanitary capacity, current or aspired to, will be influenced by overarching national policies and international obligations that may or may not be directly related to plant health considerations.
- Many things contribute to the sustainability of the performance of functions. These include but are not limited to:
  - an enabling environment in countries, such as policies that allow plant health activities to evolve and adapt to changing circumstance; plant health regulations that empower NPPOs to function; visibility and understanding of the IPPC and understanding of the importance of implementation
  - public-private partnerships
  - programs for staff retention
  - mobilization of resources, including cost recovery policies
  - viable business plans for protecting plant health and trade
  - national commitment to sustain phytosanitary capacity.
- The definition for phytosanitary capacity refers to the ability to protect plants and plant products from pests. This ability to support biosecurity also contributes to achieving other national or international goals under other initiatives that deal with protecting biodiversity, food security and poverty reduction.
- Referring to the IPPC in the definition aligns national phytosanitary capacity with the Convention.

Further information may be found in the guide "IPPC National Phytosanitary Capacity Development Strategy", available at: https://www.ippc.int/en/publications/76

3 Phytosanitary capacity evaluation tool

3.1 Definition

The PCE tool has been developed to assist countries to undertake a needs assessment of the phytosanitary systems of the national plant protection organization (NPPO) as well as that of the country.

The primary function of PCE is to serve as a diagnostic tool for the NPPO to gauge the capacity gap between the current situation and what is needed to meet the requirements of international standards and the IPPC.

3.2 Description of this guide and of the PCE

This guide, *Preparing a National Phytosanitary Capacity Development Strategy*, aims to provide:

- straightforward information on the PCE tool and its application
- an overview of the logical framework approach, which constitutes a full component of the PCE tool.

The PCE tool consists of a number of modules to be applied to, and based largely on, the International Standards for Phytosanitary Measures (ISPMs). These modules target critical functional areas of the NPPO and the country, and include the following:

- **Module 1:** Country profile
- **Module 2:** National phytosanitary legislation
- **Module 3:** Environmental forces assessment
- **Module 4:** NPPO's mission and strategy
- **Module 5:** NPPO's structure and processes
- **Module 6:** NPPO's resources
- **Module 7:** Pest diagnostic capacity
- **Module 8:** NPPO pest surveillance and pest reporting capacity
- **Module 9:** Pest eradication capacity
- **Module 10:** Phytosanitary import regulatory system
- **Module 11:** Pest risk analysis
- **Module 12:** Pest free areas, places and sites, low pest prevalence areas
- **Module 13:** Export certification, re-export and transit

The PCE tool provides a background containing information on relevant treaties and conventions such as the International Plant Protection Convention (IPPC), the ISPMs, the World Trade Organization (WTO), the Convention on Biological Diversity (CBD) and the Cartagena Protocol on Biosafety to the CBD. The results of the PCE and other assessment methods used should provide the country and its NPPO with a technically sound basis for determining strengths and weaknesses of the NPPO to function effectively in the era of the WTO and SPS so that well-conceived development or strengthening programs can be prepared to address the capacity gaps identified.

The PCE has a section for listing identified strengths, weaknesses, opportunities and threats (SWOT analysis) in each module, and a section with a logical framework matrix (log frame matrix) to assist with actions to be taken to strengthen the NPPO to meet the required standards. The IPPC Secretariat and the Bureau of the Commission for Phytosanitary Measures (ICPM) recommend that countries seeking donor assistance for development and strengthening of their NPPOs use the PCE as a baseline indicator for determining needs.

3.3 Accessing the PCE tool

The PCE tool is managed by the IPPC Secretariat. In order to access this tool, an application must be made by the Contracting Party that wishes to have it applied. This is done in order to ensure confidentiality of the information. The PCE is property of FAO, and the information on the phytosanitary status and regulatory capacity of countries resulting from the implementation of the PCE is considered property of both the FAO and the concerned IPPC member country.

Although the country may choose to apply it independently, the IPPC recommends that an expert trained by the IPPC as a PCE facilitator be engaged to facilitate its application to ensure consistent interpretation, context, accuracy and applicability of the information gathered.

3.4 Procedure for the application of the PCE

A PCE facilitator should make adequate preparation for applying the PCE by carefully studying each module and the nature of the information required from the national team. A PCE facilitator should then request the NPPO of the country that is to be evaluated to provide or make available documents and information that will be necessary for accurate analysis. Questions regarding legislation, for example, will require that a copy or copies of the phytosanitary and related legislation be available, that background information as required for module 1 (Country profile) be collected from the Ministry of Trade and Commerce and other relevant institutions which can be collected beforehand and made available. Information should be gathered from research and other institutions for answering questions related to national capacity and the phytosanitary environment.

The following are recommendations for applying the PCE:

- A national team should be composed of four to eight NPPO staff from appropriate levels in the organization and functional groups. Where possible, two or more non-NPPO staff from appropriate research institutes, agricultural universities or the private sector should also be involved in the process.
- The national team should be led by a designated national coordinator.
- The methodology should be thoroughly discussed by the team prior to applying each module so that all participants can focus their responses to reflect the current situation as accurately as possible.
- The members of the national team should be encouraged to think of themselves as managers of the NPPO who have a stake in improving the NPPO capacity so that they properly interpret the intent of the questions in PCE modules in the gap analysis stage.

4 Evaluation of national phytosanitary capacity

4.1 Guiding principles

The guiding principles in conducting an evaluation of national phytosanitary capacity are the following:

- The analysis should be driven by government priorities.
- The process should be participatory and interactive so that a complete assessment can be done with reliable outcomes supported by the national team.
- Phytosanitary capacity should be measured and justified against national agricultural economic activities (PCE modules 1 ("Country profile") and 3 ("Environmental forces assessment") provide some information).
- The internal and external environmental factors that influence the NPPO (modules 10 ("Phytosanitary import regulatory system") and 12 ("Pest free areas, places and sites, low pest prevalence areas") should be understood.
- Documentation and information provided by national counterparts should be referenced in the report.

Exercise 1

Determine how the contents of PCE modules 1 and 3 facilitate further analysis of national phytosanitary capacity.

4.2 National context and internal environment

The situation analysis should reflect the national context of the NPPO. Examples of this context include:

- policy objectives of the government (short, medium and long term)
- institutional framework of the NPPO in relation to delivery of services expected by the government
- supporting institutions and their roles in phytosanitary control
- stakeholders engagement in the work of the NPPO
- plant health institutions with similar or overlapping mandates
- plant health programmes and interventions made during the past five years
- government's support of the NPPO and its prioritization
- relationship between the NPPO and industry
- national phytosanitary legislation and the mandate of the NPPO (Module 2).

4.3 International context

The IPPC defines the NPPO as the "official service established by a government to discharge the functions specified by the IPPC" (FAO, 1990). (Formerly the NPPO was called plant protection organization (national)). Article 1V of the revised text of the Convention (1997) states that "*Each contracting party shall make provision, to the best of its ability, for an official national plant protection organization with the main responsibilities set out in this Article*". The NPPO should be the competent and legally responsible body for discharging the functions as outlined in the Revised Text of the IPPC as shown in the box below.

Whereas the national phytosanitary capacity development strategy supports national objectives, it also must conform with the IPPC so that both national and international obligations are fulfilled.

Functions of the NPPO (IPPC Article IV)

- the issuance of phytosanitary certificates
- the surveillance of growing plants particularly with the object of reporting the occurrence, outbreak and spread of pests, and of controlling those pests, including the reporting referred to under Article VIII paragraph 1(a)
- the inspection of consignments of plants and other regulated articles moving in international traffic
- the disinfestation/disinfection of consignments of plants and other regulated articles moving in international traffic
- the protection of endangered areas and the designation, maintenance and surveillance of pest free areas and areas of low pest prevalence
- the conduct of pest risk analyses

The broader objective in gauging the NPPO capacity in context of its international obligations will include an assessment of the institutional framework in relation to the functions being performed or to be performed. An appropriate institutional framework will allow for effective implementation of international obligations (PCE Module 5: NPPO structure and processes). This includes considerations for:

- suitability of the legal framework
- organizational structure and infrastructure
- technical and managerial capacity
- policy and administrative provisions.

Each module provides a set of questions to gauge capacity in specific areas. The modules may be divided into categories as shown below:

Systems level:

- Module 1: Country profile
- Module 2: National phytosanitary legislation
- Module 3: Environmental forces assessment

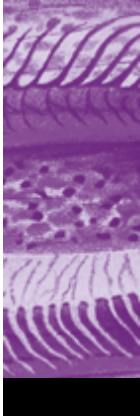
Organizational level:

- Module 4: NPPO's mission and strategy
- Module 5: NPPO's structure and processes
- Module 6: NPPO's resources

Core activities level (technical programmes):

- Module 7: Pest diagnostic capacity
- Module 8: NPPO pest surveillance and pest reporting capacity
- Module 9: Pest eradication capacity
- Module 10: Phytosanitary import regulatory system
- Module 11: Pest risk analysis
- Module 12: Pest free areas, places and sites, low pest prevalence areas
- Module 13: Export certification, re-export and transit

Modules 9 and 12 are related to pest management definitions and methodology.



5 NPPO in Support of government's agricultural policy

5.1 Government's policy objectives

The PCE facilitator and the national team should have a clear understanding of the capacities of the NPPO and its ability to support national objectives.

As an example, typical government priorities could be presented in the following format:

Government Priorities

The current agricultural policy of the government as stated in its white paper outlines three main objectives:

- to guarantee agricultural health, food safety and food security
- to increase the agricultural sector's contribution to the national economy through increased production and exports
- to establish the institutional and infrastructural conditions for the sustainable development of the agricultural sector.

Key priorities of the government include increasing the production of banana and rice and improved production of other crops for export, driven by the private sector, followed by horticultural production (small scale, but knowledge- and capital-intensive), and estate crops such as oil palm and sugarcane (large scale and capital-intensive, with foreign investors).

These objectives should be considered in light of the current phytosanitary situation in order to develop an appropriate strategy for achieving those objectives. Some information from the PCE's Module 1 (Country profile) may apply. Against this background, determine the key factors that must be addressed in order to support these policies.

The achievement of these objectives may rely on committed public-private partnerships, government plant-protection agencies and institutions whose mandates provide support to this policy and other relevant institutions, so that the evaluation of phytosanitary capacities go beyond that of the NPPO.

5.2 Problem analysis

Problem analysis can be defined as the dissection and thorough study of a problem with the objective of understanding how the problem emerged and how it grew to its current proportions (Coert Visser, personal communication, undated).

A problem can be defined as the difference between things as perceived and things as desired. The identication of a critical problem requires the determination of its causes and effects. It ensures that root causes and not just symptoms are identified and addressed in the project design.

The results of a PCE – including discussions about the current situation and main concerns of the national team – should be identified and analysed as strategic limitations.

5.2.1 Problem analysis and the PCE

The problem analysis is an important step in the strategic planning process. The problem analysis identifies the negative aspects of an existing situation and establishes the cause-and-effect relationships among the identified problems. In many respects the problem analysis is the most critical stage of project planning, as it guides all subsequent analysis and decision-making on priorities.

Consider that in the application of the PCE, a large amount of information will be generated and needs to be prioritized for each module. In this regard, we will concentrate on five main weaknesses for each module that is applied.

Each strategic weakness or focal problem should be carefully analysed for causes and effects. An important tool for identifying the main problem and its root causes is the 'problem tree'. The diagram in Figure 1 stands as a template and example for this analysis.

A problem tree should reflect the consensus of the team following discussions. In preparing a problem tree based on weaknesses identified in the PCE, the facilitator should ensure that the following steps are followed:

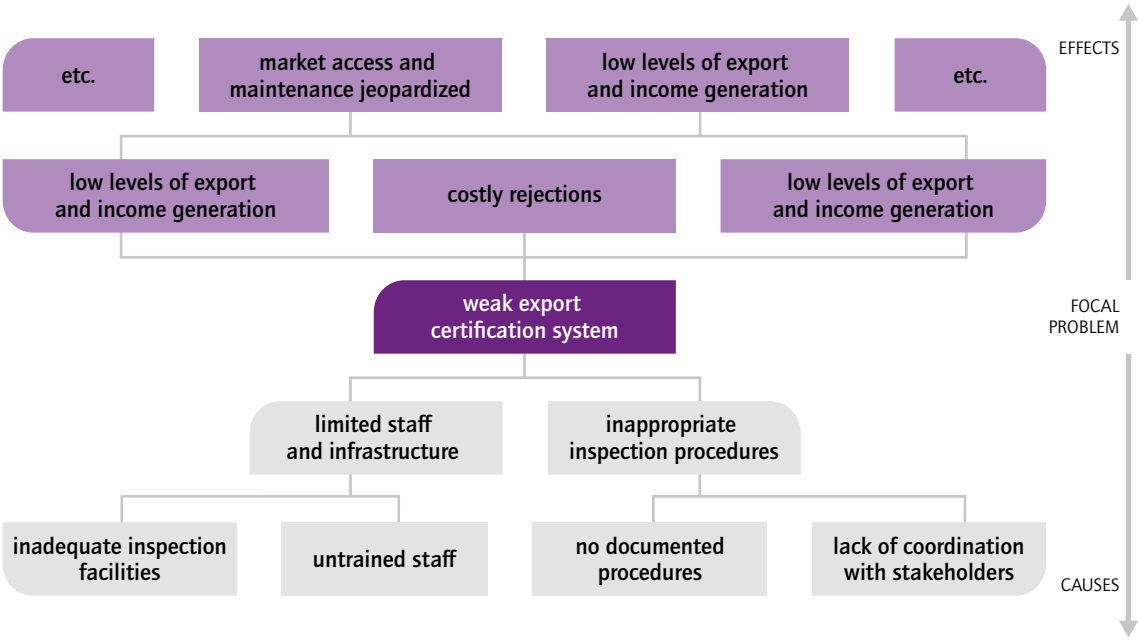
1. Identify and list the main weaknesses (problems).
2. Identify the overriding or strategic problem (the one that appears to be linked to the most negative statements).
3. Identify causes and effects for each strategic problem.
4. Determine the relationships between the causes and effects. This process may lead to identifying additional causes and effects as well as help to identify constraints.
5. Review and revise by checking the logic of all the relationships established in the problem tree.

A focal problem may be identified, such as 'a weak export certification system'. This will have both causes and effects.

The facilitator will be required to assist the team in identifying and discussing possible root causes, and the factors that contribute to those root causes. These may ultimately become the focus of activities to be described in the logical framework matrix.

Similarly, consider the consequences of a weak import regulatory system. These may define the outcomes, purpose and outputs indicated in the logical framework matrix.

Figure 1. Problem analysis with causes and effects of the focal problem within a country



5.2.2 Priority deficiencies and their implications

It may be useful for the PCE facilitator and the national team to put the information together in a table to capture the priority areas to be addressed, the main deficiencies and implications of these deficiencies. This will:

- assist the government and policy makers to understand the significance of issues to be addressed and how they might affect the national objectives
- clarify for a lending institution the importance and urgency of a request when external funding is being sought.

Exercise 2

Consider the weaknesses outlined above in the problem analysis and complete the table below, listing the key deficiencies and their implications for the country or NPPO.

Table 1. Priorities and their constraints or deficiencies and implications

The table is partially filled to provide examples.

Priority area	Constraint or deficiency	Implications
Policy	No existing national plant health policy or overall coordinating mechanism	Lack of direction and goals, resources not rationalized or focused, no basis on which to gauge performance in relation to a strategy
Laws and regulation	Current legislation is outdated and is now being modernized	
Standards		
Import requirements and regulations		
Inspection		
Surveillance		
Laboratory analysis		
Collaborative mechanisms		
Organization		
Documentation		
Export certification		
Infrastructure		
Pest diagnoses		
Human resources		

5.3 Stakeholder identification and analysis

A stakeholder is defined as an individual, group or organization having an interest in the changes brought about by the project.

It is necessary to determine the possible stakeholders and the likely roles each could play (positive or negative) in the project. Different groups have different interests, capacities, degrees of influence and concerns. These need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection for the good elaboration and implementation of a project.

Some of the outcomes of a phytosanitary capacity development project are beyond the scope of the NPPO, but may be achieved with appropriate collaboration with the NPPO. Stakeholders' involvement:

- promotes national ownership and commitment to the project
- raises the importance and profile of the project in national development
- contributes to the effectiveness and efficiency of the use of resources
- promotes sustainability of the project beyond the intervention
- improves transparency and accountability.

5.4 Levels of stakeholder engagement

The IPPC guide on stakeholder engagement in the work of the NPPO will serve as a good resource for this section, and is available at: http://phytosanitary.info/ippc-technical-resources.

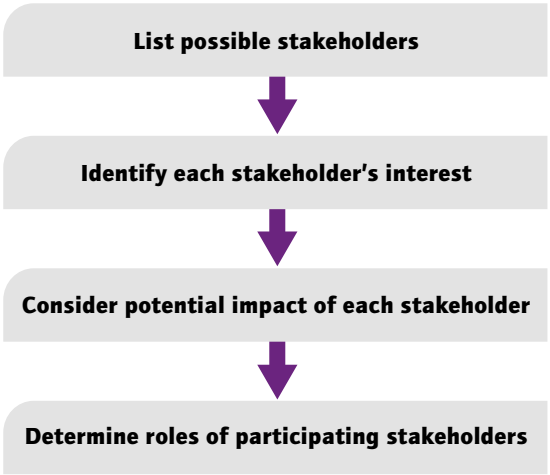
Ideally a stakeholder analysis should be done so that the facilitator has a very clear understanding of how each stakeholder might influence the outcome of the project, and at what stage of the project each might be engaged, and how.

After determining the main problems to be addressed, it may be useful to determine the stakeholders of the project and their possible roles (positive or negative).

Stakeholder analysis involves the following steps for each strategic area:

1. Make a list of the possible stakeholders to be involved in the project.
2. Identify each stakeholder's interest in the project.
3. Consider the potential impact each stakeholder may have on the project.
4. Determine which stakeholders should participate, and their possible roles.

Figure 2. Steps in engagement of stakeholders



Use the tools below to assist in the stakeholders analysis process for a strategic area of your choice.

Table 2. Stakeholder Tool 1. Identification and categorization

List of stakeholders	Stakeholder interest	possible impact on the project (high, medium, low)	Power to influence the project (high, medium, low)

Table 3. Stakeholder Tool 2: Participation matrix

Stakeholders	Level of participation	Possible roles
	Policy	
	Implementation	

5.5 Considering the strengths, weaknesses, opportunities and threats (SWOT analysis) for plant health service

In evaluating the phytosanitary capacity of an NPPO or country, you should identify not only the **weaknesses**, but also the **strengths** on which to improve. Improving phytosanitary capacity will assist the NPPO in capitalizing on opportunities that may exist or that will be created. Threats – factors that may limit may jeopardize the project – need to be identified so that they can be managed.

SWOT analysis is a useful tool that can assist in strategic planning for capacity development of the NPPO or the contracting party. It challenges the facilitator to look beyond the identified weaknesses for a more holistic grasp of the NPPO or national situation by also considering the strengths, opportunities and threats associated with their development. It involves specifying the objective of the capacity-development project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.

Strengths

These are internal attributes and resources that support a successful outcome.

Identify NPPO capacity or national capacity in plant health that is already present, can be developed further and can be used to provide a sense of ownership in context of their experiences. For example:

- The NPPO may already have developed draft legislation that simply needs to be overhauled for consistency with the IPPC.
- Draft legislation may already have input from IPPC and may already have been submitted to the country's parliament for approval.
- A new structure for the plant health laboratory may be nearing completion.
- Either the NPPO or a national institution may have experienced and qualified personnel who conduct surveillance of certain pests or crops.
- The national university may have subject specialists who may be used in surveillance, pest risk analyses or diagnostics.
- The university may have master's degree programmes to which phytosanitary modules may be added to increase interest and readiness of graduates to join the NPPO.

Weaknesses

These are internal deficiencies that work against a successful outcome of a project and limit the ability of the NPPO to fulfilling its obligations effectively and efficiently.

Opportunities

These are usually external factors on which the project can capitalize or exploit to its advantage.

Identify the opportunities that may be available through investment in phytosanitary capacity development and position the institution to take maximum advantage. For example:

- Conduct market access by investing in a phytosanitary programme (e.g. creation of a pest free area for a target pest, you will be able to access external markets for a commodity).
- Invest in training and SOPs for inspectors in export certification, improving the confidence of trading partners and decreasing incidences of rejection and notification – thereby maintaining markets.
- Upgrade the quality of service and professionalism of the NPPO, creating the opportunity for greater acceptance and collaboration with other border agencies for effective biosecurity.
- Improve the quality of service, giving farmers, producers and exporters more confidence in their endeavors, whether for export or for national food security.
- Change government policy or structure to the benefit of the NPPO to improve its capacity.
- Use the presence of donor or other investment opportunities in the agricultural sector as a platform for securing support for the NPPO's capacity development.

Identifying external opportunities that an NPPO could pursue is sometimes challenging. The national PCE team might be mentally locked into the constraints established by the internal environment in which the NPPO structure operates. The role of a facilitator is key to enabling outside-of-the-box thinking.

Threats

These are external factors that may jeopardize the successful outcome of the project.

Identify the threats to be faced by the NPPO or the country and take action to minimize them. These are basically issues or situations that present a challenge to the NPPO achieving its goals. The questions to be considered are:

- What are the obstacles faced?
- Are weaknesses seriously threatening the NPPO and ultimately the country's food security?
- Are newly introduced standards threatening the effectiveness of your institution?

In using this tool, the facilitator should encourage participants to prioritize the important factors, and not seek to just compile a long list for each column. Also recognize that only those items that generate critical strategies should be listed.

Exercise 3

Complete the SWOT template below in Table 4 using the information provided from the analysis of the plant health service to fill the key weaknesses. Determine the opportunities that may be exploited and threats that may be faced by the NPPO in achieving its objectives.

Table 4. SWOT Analysis Tool

Strengths	Weaknesses	Opportunities	Threats
PHS represented in IPPC and WTO-SPS committees			
Draft plant health legislation under preparation			
Recent bill introduced for institutional strengthening of the inspection service (upgrading personnel, improve mobility)			
Facilities for the quarantine lab, offices and inspection are under construction			
The PHS is represented in the port health committee			

6 Strategies, guidelines and principles

6.1 Strategic planning

Strategic planning is "a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them". (*Business Dictionary*; Read more at http://www.businessdictionary.com/definition/strategic-planning.html.)

Strategic planning determines where the NPPO is going over the next several years, how it is going to get there and how it will know if it arrives. The planning process provides an opportunity for partners and staff to establish common language and involvement in the NPPO's work to achieve its goals. It articulates a clear vision, mission statement, objectives, comprehensive strategies and detailed action plans.

6.2 Vision

Participants in the strategic planning process should ask themselves: what do you want the NPPO be like or look like in five to ten years? What should national phytosanitary capacity allow the NPPO to do in the next five to ten years?

In articulating a vision, the NPPO should look for consistency with the IPPC one "Protecting global plant resources from pests" and make sure it is a good fit with national objectives.

6.3 Mission

The mission statement of the NPPO is at the core of why it does the work. A mission statement:

- provides members with a sense of shared purpose and direction
- explains what the NPPO is trying to achieve
- guides employees to make the right decisions that are in line with the NPPO's mission
- inspires external parties such as investors, partners and clients to take the actions in support of the NPPO
- may require significant reflection by staff and stakeholders of the NPPO.

The NPPO should look for consistency with the IPPC mission *"To secure cooperation among nations in protecting global plant resources from the spread and introduction of pests of plants, in order to preserve food security, biodiversity and to facilitate trade*" and its national priorities.

Exercise 4

Consider the vision and mission statement of the IPPC and the national priorities in order to prepare a vision and mission statement of the NPPO.

6.4 Core values of the NPPO

It is useful for the NPPO to consider its internal and external working environment, the users of the service, its resources and its operations. The NPPO should also try to identify core values that define it or that its leaders hope would define it. These may include such values as:

- **integration:** the design and establishment of a nationally integrated plant health service
- **efficiency:** clearly defined responsibilities across the service and effective collaboration with other national and regional institutions for shared resources
- **continuous capacity building:** staff trained at the required levels of competency for effective performance in their respective duties, continuous upgrading of knowledge and skills with time and changing technologies and standards; institutional and infrastructural capacity for supporting the implementation of all functions
- **standardization:** adherence to international standards for phytosanitary measures (ISPMs), the IPPC and other relevant international bodies
- **regulations**: clear and uniform rules and regulations with powers duly assigned
- **transparency:** the fulfilment of reporting obligations to government, consumers and producers, as well as trading partners and the IPPC
- **sustainability:** adequate and appropriately trained staff with the required levels of competency; access to required resources; secured sources of funding including resources for dealing with phytosanitary emergencies and crises; meaningful stakeholder relations and awareness-creation programmes.

6.5 Collaborative approach

The NPPO as an entity needs to have strong collaboration with relevant national agencies, institutions and departments utilizing or sharing resources. These agencies and their possible roles should be identified and forged. Refer to the section on stakeholders in the case study and discuss the recommendations.

Exercise 5

Refer to the recommendations in the case study on the possible roles of stakeholders in the work of the NPPO and determine how these might apply in your national situation.

7 Strategic priorities and activities

In this section, the PCE facilitator and the stakeholders are identifying the strategic priorities based on the analysis. You may be tempted to list all of the weaknesses, but some of these may be encompassed within a broader strategic priority. For example, you may determine that the inspectors need to have wider powers to do an effective job – and offer that as a strategic issue to be addressed, without perhaps recognizing the need to modernize the phytosanitary legislation to encompass all the weakness of the legislation. Further, you may consider that appropriate phytosanitary legislation is part of the broader strategic issue of creating an appropriate institutional framework.

In framing the strategic priorities, think of the priorities of the government and how these may be addressed. This is not about recapping the problems, but rather solutions to the identified problems. Two examples are given below in sections 7.1 through 7.2.

7.1 Establishing an appropriate institutional framework

The establishment of an appropriate institutional framework must take into consideration national legal frameworks, organizational structure, technical managerial and operational capacity, as well as policy and administrative provisions.

7.1.1 National plant protection legislation

This should provide the legal authority to the NPPO to implement measures to protect its agricultural resources and natural environment from the introduction or spread of pests. It defines the institutional framework necessary for effective plant protection and improves the efficiency and effectiveness of national authorities toward this end. In accepting international obligations, governments commit to amending their current national legislation to conform to their new responsibilities (FAO, 2007). National legal frameworks specifically related to plant protection should:

- provide the legal authority – both laws and any regulations for implementing the provisions of those laws
- designate a competent body (NPPO) responsible for the implementation of phytosanitary legislation
- create predictability and certainty through good governance and respect for the rule of law
- clarify roles, responsibilities and rights of stakeholders
- define powers to act, which are essential for enforcement, and negotiate (for example, equivalency of measures or import requirements)
- be independent and accountable in function
- establish a clear hierarchical relationship with sub-national authorities if applicable
- define functions and powers
- ensure that there is no conflict with other existing national legislation, to avoid disputes regarding delegated responsibilities
- set provisions for source of funding government (budget, fees, grants, etc.).

7.1.2 Organizational structure

The structure of the plant health service should reflect its functions, necessary capacities and mandate to ensure that it is capable of discharging its responsibilities and fulfilling its functions effectively and efficiently. The diagram below gives a conceptual organization of an NPPO. Further information on this subject can be found in the IPPC guide on Establishing an NPPO at http://www.phytosanitary.info/information/establishing-national-plant-protection-organization.

Activities may include reorganization of the NPPO to establish three distinct branches, namely:

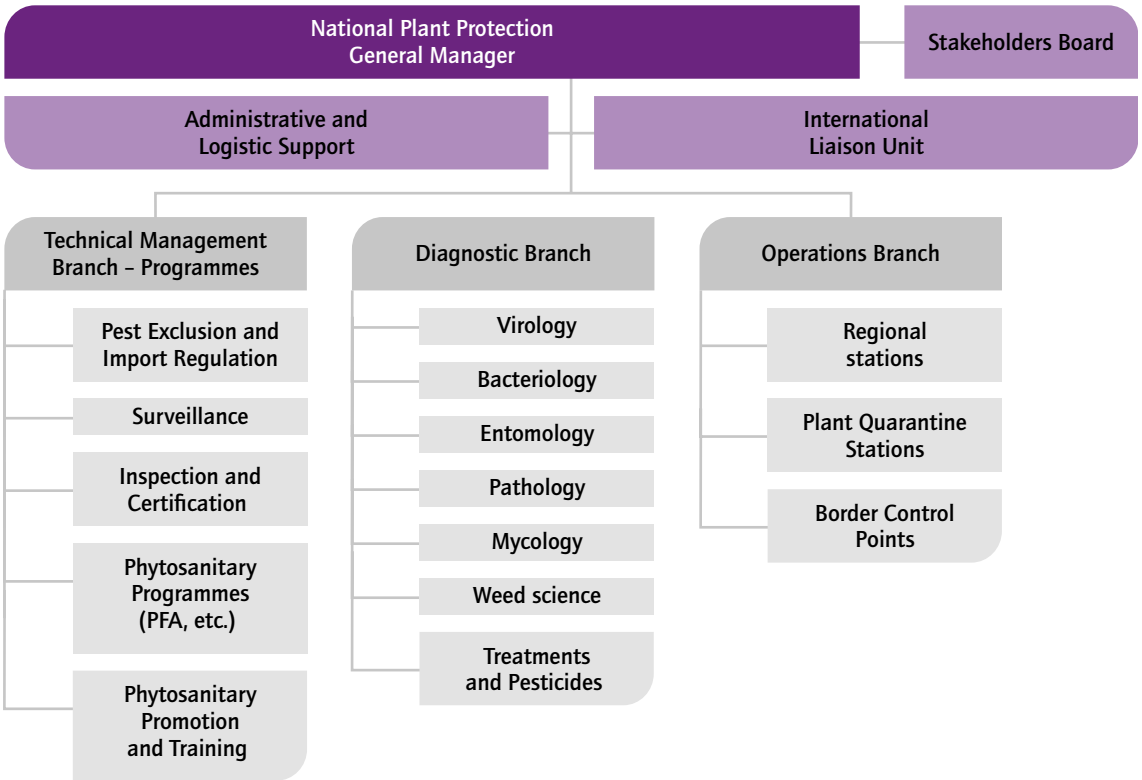
- Technical programmes branch
  - surveillance
  - pest exclusion and import regulation
  - export certification
  - pest eradication, pest free areas, places and sites, and areas of low pest prevalence
  - phytosanitary promotion and training
- Operations branch
  - border posts and
  - regional export certification centres
- Diagnostics branch

Each of these branches will be appropriately managed.

The NPPO structure and size should be appropriate to the scope and nature of the activities it conducts. It may involve delegation of some tasks to third parties. It determines how the roles, power and responsibilities are assigned, controlled and coordinated, and how information sharing and communication are facilitated among the different levels of management and stakeholders.

The establishment of comprehensive and effective phytosanitary control systems and infrastructure at all official borders may require that structures be to some extent decentralized, where distances between headquarters and regional offices may affect logistical and technical support to these regions. In a decentralized structure, different degrees of autonomy may be assigned. Regional autonomy should conform to the national operational procedures and be guided by procedural manuals established at the central level for uniformity and quality control. These could include inspection procedures or commodity inspection, sampling, certification, etc.

Figure 3. A conceptual organization diagram for an NPPO



7.1.3 Technical, managerial and operational capacity

The nature of the mandate of the PHS requires the provision of very robust administrative technical and operational support.

Activities may include:

- recruitment and appointment of a manager for each branch
- training of staff
- strengthening of capacity and collaboration among various technical units of the ministry of agriculture
- establishing documented procedures.

7.1.4 Policy and administrative provisions

These should be result-oriented. For example, services, fee structures, stakeholder relations and market access are properly considered in order to develop a proactive, efficient and results-based system. The government's policies, strategies and priorities impact the nature and operations of the PHS. Policy provisions related to phytosanitary control should:

- be sustained over time for institutional stability
- set out a broad course of action to address phytosanitary risks
- define public goals and how these goals could be achieved
- provide a consistent basis for assessing risks and priorities
- allow technical and scientific decision-making
- provide administrative support to technical functions.

7.2 Safeguarding and facilitating improvement of national plant resources through effective regulation of imports

In order to safeguard its national plant resources, food security and the environment, the PHS needs to establish an import regulatory system as described in ISPM 20. The objective of such a system is to prevent the introduction of quarantine pests or limit the entry of regulated non-quarantine pests with imported commodities and other regulated articles.

The PHS needs to prioritize strengthening its import regulatory system by:

- establishing a pest risk analysis (PRA) team that will analyse the pest risk associated with imported commodities from different countries, develop a regulated pest list based on surveillance data on important commodities and publicize pest status information
- establishing and publishing import regulations and requirements based on the PRA
- putting in place adequate infrastructure, facilities and pest exclusion procedures at all border points
- preparing documented procedures, manuals and SOPs for key areas of operation
- establishing strong collaboration with other border-control agencies (e.g. customs, ports authority, immigration and SPS agencies, ministry of trade).

Exercise 6

Identify four other strategic priorities that need to be addressed and the accompanying activities to be undertaken for each priority.

8 Logical framework methodology

In organizing and processing information for project development, we try to be logical and rational in all aspects. Sometimes we need tools to assist us in doing so with greater clarity. One such tool that has greatly contributed to this effort is the logical framework methodology.

The logical framework strengthens project design, implementation and evaluation. It helps:

- organize thinking
- relate activities and investment to expected results
- set performance indicators
- allocate responsibilities
- communicate information about the project precisely and clearly.

Some advantages of a logical framework approach are that it:

- brings together, in one place, a statement of all the key components of a project or programme
- meets the requirements of a good project design and enables possible responses to past weaknesses in many designs
- is easy to learn and use
- reduces time and effort to the project management
- can be used internally for the design and appraisal process and can be used externally with consultants working for development organizations
- anticipates implementation as it:
  - helps to set up activities with a clear purpose
  - facilitates common understanding and better communication among managers, decision-makers and others involved in the project or programme
  - ensures continuity in approach if and when staff move or are replaced
- sets up a framework for monitoring and evaluation in which planned and actual results can be compared
- helps to set up a framework for evaluation by having objectives and indicators of success clearly stated before the project starts
- assists communication between project donors and implementers.

(Adapted from Centre for International Development and Training, Wolverhampton University).

8.1 Components of the logical framework

Logical frameworks vary in their terminology as well as their contents. Choice of logical framework will depend largely on donor preferences, and the facilitator should therefore be aware that a certain level of flexibility is required. Regardless of the template used, the logic remains as explained below.

The logical framework is a four-by-four table consisting of activities, outputs, outcomes and impact on one axis, and results chain, indicators, means of verification and assumptions on the other.

8.2 Definitions

If specified **activities** are done and assumptions hold, then the desired **output** will be achieved. If desired **outputs** are realized and the assumptions hold true, then they will lead to a **desired outcome.** If the desired **outcome** is achieved and the assumptions hold true this will lead to a **desired impact.**

Impact: the ultimate goal or overall objective; the ultimate result to which the project is contributing; the impact of the project

Outcome: purpose; the change that occurs if the project outputs are achieved

Outputs: the specifically intended results of the project activities, used as milestones of what has been accomplished at various stages during the life of the project

Activities: the actual tasks required to produce desired outputs

Indicators: also referred to as measurable or objectively verifiable indicators (OVI); quantitative and qualitative ways of measuring whether progress has been made or project outputs, outcomes and impact have been achieved

Means of verification: objectively verifiable indicators; indicators that are used to measure and report on the achievement of objectives and the sources of verification for those indicators

Assumptions: These are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers. They can be derived from the objectives tree and are:

- worded as positive conditions
- linked to the different levels in the matrix
- weighted according to importance and probability.

8.3 Concepts and relationships relating to indicators

Indicators measure whether progress has been made or project outputs, outcomes and impact have been achieved.

At the level of impact (overall objective or goal), indicators measure the extent to which a contribution to the overall objective has been made. Indicators can be measured in quantity or at least described precisely in quality and show a change in situation.

At the level of outcome or purpose, indicators show the extent to which project purpose has been achieved. They describe conditions at the end of the project indicating that the purpose has been achieved. They may include appropriate details of quantity, quality and time, and are commonly used for project reviews and evaluations.

At the level of outputs, indicators show whether expected results have been achieved. They measure the quantity and quality of results. Result indicators are used during monitoring and review.

Exercise 7

Complete the logical framework template below, determining the outputs, related activities, verifiable indicators, targets, means of verification and assumptions.

Table 5. An example of a logical framework for the NPPO of an example country, which can be modified by other NPPOs and used as a template

Results chain	Indicators	Means of verification (MOV)	Assumptions
Impact: the enhancement of national plant resources and food security	• Threats to the country's plant resources identified, and appropriate strategies in place for pest exclusion and emergency response • Rigorous pest exclusion procedures facilitated at the borders • Production and market access increased by 20 to 30 percent in five years • Stakeholders engaged effectively in plant health • Policy and legal povisions in place • Incidents of rejections and notifications decrease by 90–100 percent	• Documented strategies and procedures available and in use in NPPO • Legal frameworks available in NPPO • Trade and statistical department's records • Engagement agreements with stakeholders available in NPPO or Ministry of Agricutlure • NPPO records of number of notifications received	• Border provisions are adequate • Certification procedures and import regulation are risk-based • Stakeholders are willing to participate
Outcome: an improved integrated national phytosanitary service	• A fully functional NPPO established • NPPO well supported by stakeholders and third-party providers • All areas linked and fully integrated in a national system • Information network established among control points and headquarters • Regional legislation subordinate to national legislation • Operating procedures standardized and in use at all control points	• NPPO reports • Organizational chart of NPPO • Periodic reports and information network • National phytosanitary legislation • NPPO documents	• Infrastructure and equipment are provided
Output 1: an appropriate institutional framework established			
Activity 1: define vision, mission and strategy	• Vision and mission statements and detailed strategy for NPPO developed, approved and in use	• NPPO documents and displays	The NPPO is established as a well-defined entity
Activity 2: modernize Phytosanitary Legal Frameworks	• Basic law approved and enacted • Regulations approved and enacted	• Law published in Gazette or other official medium • Legal office or NPPO	No inordinate delay in the process of approval and enactment

Results chain	Indicators	Means of verification (MOV)	Assumptions
Output 2: national plant resources safeguarded and improved through effective regulation of Imports			
Activity1: establish a PRA team for import regulation	• Organogramme of the team	• Job description for each staff	Expertise is available in the country
Activity 2: develop and publish import regulations	• Results of PRA available	• Copies available	No inordinate delay in the process of approval of regulation
Activity 3: prepare manuals and SOPs for key operational areas	• Operational areas identified	• In use in PHS • Copies available	Timely availability of budget
Activity 4: establish strong collaboration with border agencies	• PHS regulations prepared for each agency and proposals for collaboration drafted	• Reports and documents of agreement	Willingness of border agencies to collaborate
Output 3: national pest surveillance programme established and institutionalized			
Activity 1: determine the main drivers of a surveillance programme	• Rationale developed with priorities	• Doumentation	Stakeholders are willing to collaborate
Activity 2: determine the scope of the programme and budgetary requirements	• Target crops and pests identified • Collaborators identified	• Survey plans and procedures	Stakeholders are willing to collaborate
Activity 3: make budgetary allocations for implementing and sustaining the programme	• Provisions made in government's budget • Sources of funding and technical assistance identified • Other resources identified	• Results of surveillance available	Timing of surveillance may be affected by weather and topography
Output 4: market access and safe international trade facilitated			
Activity 1: establish commodity- specific inspection and certification procedures	• Target countries and their requirements identified	• Available databases	Published requirements are up to date
Activity 2: establish management responsibilities and trace-back procedures	• Manager or supervisor appointed	• Available documentation • Reduced notifications of non-compliance • New markets opened	Trace-back activities are based on appropriate registration or documentation chain

9 Budget for strategy implementation over a period of five years

Lending institutions are more likely to consider favorably a well-developed project proposal that has a well-considered and well-rationalized budget. A well-rationalized budget gives the lending institution the kind of confidence in the ability of the PCE facilitator to prepare and utilize funds based on the budget developed. When the project is properly structured with priorities, components and activities to be addressed, it simplifies the task of developing a budget based on the detailed activities to be funded.

As a facilitator, it is useful to consider in detail each priority and activity to be funded. It is also very important for the facilitator to realize that the funding may be in the form of a loan, and that fiscal prudence has to be reflected in the budget allocations. Good practice may include the following:

- Use, where available, the government's broad allocations contained in its policy and strategy paper for governments priorities and allocations, with a view towards refining to more realistic allocations.
- Work with local staff and relevant national institutions to get a sense of cost of construction – for example, where capital works are concerned.
- For equipment and supplies, get an idea of the cost from catalogues that are likely to be used for procurement.
- Consult the ministry of agriculture or the NPPO where there is autonomy for procurement procedures.
- For human resources development, it is not sufficient to recommend that personnel be trained to, for example, master's level. Consider the programme to be taken, whether at local university or abroad, relative costs, etc.

Exercise 8

Study the examples below of allocations from the policy paper and compare with more realistic costs on specific allocations; consider the implications for governments use and repayment of funds to the lending institution.

Table 6. An example of budget for a project

Category	Item	Facilitator/team cost in US$
Laboratory and infrastructure	Building plant diagnostic lab	650 000
	Purchase equipment plant diagnostic lab	200 000
	Furniture plant protection action plan	200 000
	Quarantine facilities (sea and airports)	500 000
	Establish border posts and equipment	265 000

Category	Item	Facilitator/team cost in US$
Programmes	Pest surveillance	320 000
	Plant pest diagnoses and verification	200 000
	Identified gaps implementation	75 000
Training and human resources development	20 phytosanitary inspectors trained locally in phytosanitary measures and their application	50 000
	2 in-country training workshops for 16 senior technical staff and subject specialists from agricultural universities and research institutions in PRA and ISPMs	70 000
	Overseas training for lab personnel 5 subject specialists to Master level 1 head of laboratory trained to MSc in plant protection	410 000
	Management training for 2 senior staff	50 000
	3 laboratory technicians for the quarantine diagnostic Lab	55 000
	2 awareness trainings for border agencies and stakeholders	40 000
	Equipment training (PCR, etc.)	100 000
Training materials	Manuals, SOPs and other procedures, videos, books, etc.	100 000
Producers support	Facility for quality testing laboratory for rice	225 000
	Purchase equipment for quality testing for rice	850 000
	Automation certification procedure	125 000
Transportation	4 vehicles for border and regional certification activities	100 000
	2 vehicles for pest surveillance	50 000
Consultancies	International phytosanitary consultant	150 000
	National SPS consultants	50 000
Total budget		**4 835 000**

10 Work plan

The project work plan is a tool to help plan, manage implementation and evaluate a project. It provides an important link to the logical framework. It serves as a useful guide to project implementation and as justification for donor funding. It guides funding agencies regarding the release of funds at appropriate periods of the project and increases transparency during the life of the project.

The project work plan helps in the examination of each intervention to be made, and for each objective determines:

- the specific activities to be accomplished (these must be very clearly identified and defined)
- the time period during which each activity will be completed (timeframes must be realistic, take into account positives and negatives that may affect completion of a specified activity and be based largely on available resources)
- resources available to perform the tasks, taking into account such factors as availability of person power, tools for accomplishing the activity, government procedures and other possible factors
- units or people responsible for each activity.

A work plan may be developed for the life of the project, and from this, yearly or other short-term work plans may be developed to better facilitate monitoring, evaluation, corrective actions, etc.

Exercise 9

Study the examples given in the work plan template below and complete for each objective the specific activities to be accomplished with timeframes, resources and responsible unit or people.

Table 7. A work plan example
The work plan is partially filled to provide examples.

Objectives	Activities	Time period	Resources	Responsible unit
1: To establish an appropriate institutional framework	Activity 1.1: Define vision, mission and strategy	November 2015–March 2016	Staff time, consultant's input	Directorate of Agriculture/PHS
	Activity1.2: Modernize and approve phytosanitary legal frameworks	From January 2016 until approval by Parliament	Legal consultant/ PHS	Council of Ministers/ Parliament
	Activity 1.3: establish appropriate organizational structure	2016–2018	Staff time and consultant	Directorate of Agriculture/PHS

Objectives	Activities	Time period	Resources	Responsible unit
2. To safeguard and improve national plant resources through effective regulation of imports	Activity 2.1: Establish a PRA team for import regulation	2016–2020	Staff, subject specialists from research institutions	Directorate of Agriculture/PHS
	Activity 2.2: develop and publish import requirements	January 2016 and ongoing	Staff time and consultants	PHS
	Activity 2.3: Prepare manuals and SOPs for plant health operations	2016–2018	Consultants, PHS	PHS/ Ministry of Agrciutlure (MoA)
	Activity 2.4: Establish strong collaboration with border agencies	2016–2017	PHS/MoA	PHS/MoA and policy-level personnel from concerned agencies
3. To establish and institutionalize a national pest surveillance programme	Activity 3.1: Determine the main drivers of a surveillance programme	January 2016 and ongoing	Staff time and consultant	PHS/MoA/Ministry of Trade (MoT)
	Activity 3.2: Determine the scope of the programme and budgetary requirements	2016 and ongoing ongoing	staff time and consultant	PHS/MoA
4. To facilitate market access and safe international trade				
5. To designate phytosanitary programmes to be managed by the NPPO (PFA, ALPP, etc.)				

Objectives	Activities	Time period	Resources	Responsible unit
6. To identify resources external to PHS that could be tapped by PHS				
7. To strengthen human phytosanitary capacity				
8. To establish appropriate infrastructure and procure equipment for PHS				

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IPPC

The International Plant Protection Convention (IPPC) is an international plant health agreement that aims to protect cultivated and wild plants by preventing the introduction and spread of pests. International travel and trade are greater than ever before. As people and commodities move around the world, organisms that present risks to plants travel with them.

Organization

- There are over 180 contracting parties to the IPPC.
- Each contracting party has a national plant protection organization (NPPO) and an Official IPPC contact point.
- Nine regional plant protection organizations (RPPOs) work to facilitate the implementation of the IPPC in countries.
- IPPC liaises with relevant international organizations to help build regional and national capacities.
- The Secretariat is provided by the Food and Agriculture Organization of the United Nations (FAO).

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ISBN 978-92-5-109913-1

9 789251 099131

I7766EN/1/12.17