

**FINAL PROJECT EVALUATION**

UNECE PROJECT

**“STRENGTHENING NATIONAL CAPACITIES OF THE CIS COUNTRIES TO  
IMPLEMENT ECE AGRICULTURAL QUALITY STANDARDS”  
(E236)**

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## Executive Summary

UNECE is a multilateral platform that facilitates greater economic integration and cooperation among its member States and promotes sustainable development and economic prosperity for countries with economies in transition<sup>1</sup>. UNECE's agricultural standards are designed to be used internationally by Governments, producers, traders, importers, exporters and international organizations. UNECE's expert groups are tasked with developing these Working Party on Agricultural Quality Standards (WP.7), which are dedicated to developing global agricultural quality standards to facilitate international trade, by encouraging high-quality production, improving profitability and protecting consumer interests<sup>2</sup>. The activities under WP.7, where project E236 fits, cover a wide spectrum of agricultural products: fresh fruit and vegetables (FFV), dry and dried produce (DDP), seed potatoes, meat, cut flowers, eggs and egg products.

This end-of-project evaluation has sought to explore key evaluation dimensions<sup>3</sup>: relevance, effectiveness, efficiency, impact and sustainability of the project results. [“Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards.” \(E236\)](#). Original TOR evaluation questions were modified to account for project scope, evaluation timeframe and modality of implementation, which did not include a field visit. Learning from this evaluation will be used by UNECE in the design of future relevant and similar projects.

The overall objective of Phase II of the E236 project was to strengthen the capacity of the CIS countries to produce quality agricultural products, strengthen the implementation of UNECE quality standards in the region, and support a broader UN-wide goal of ensuring food security and nutrition for all. Based on the project document, expected results of the project included:

- 1) Improved knowledge and infrastructure to develop and apply ECE agricultural quality standards
- 2) Strengthened regional and international cooperation between national authorities, research institutions and the private sector in developing food safety and food traceability systems
- 3) Increased international cooperation of experts in breeding and testing new soybean varieties through field visits by experts to plantings established for research purposes in Switzerland and the Russian Federation<sup>4</sup>.

The objective and results of the project were to be achieved through the following activities:

- 1) Procurement and installation of required equipment in a biotechnological laboratory, including the training on the use of the equipment for implementing ECE standards.
- 2) Development of guidelines and recommendations on traceability in the food sector.
- 3) Development of internationally recommended guides for potato growers and inspectors on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;
- 4) Development of explanatory brochures on the ECE standards for persimmons and dried

<sup>1</sup> [https://www.unece.org/oes/nutshell/mandate\\_role.html](https://www.unece.org/oes/nutshell/mandate_role.html)

<sup>2</sup> <https://www.unece.org/trade/agr/aboutus.html>

<sup>3</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>4</sup> E-160 (Phase II)\_October2014\_approved by ExCom\_change highlighted

apricots;

- 5) Support the breeding and testing of new varieties of soya resistant to disease and unfavourable climatic conditions.

On the whole, the evaluation did not find sufficient evidence to confidently confirm achievement of the project's stated objective. However, the project was predominantly successful in achieving its separate desired results, after they were refined.

Mixed views on project's relevance inside UNECE to the UNECE mandate, are overpowered by the strong sense of overall project relevance for Russia in general, and specifically institutions and individuals, who overwhelmingly recognized the value of this project. The earmarked funding from the Russian Federation has contributed to the project success, from the stand point of value-for-money, however, limited achievement of the project's stated objective and its potential for broader impact was found. Narrow beneficiary groups, primarily Russian individuals and institutions, did not reflect stated ambition of influence on the CIS region at large. However, specific achievements for those targeted beneficiaries, including in the Shushary lab, demonstrated the project's successful achievement as one of its core strategic elements: to equip the recipient with skills and capacity to carry on independently without further involvement of the donor. With UNECE strategic assistance, the Shushary Laboratory could have benefited from documented lessons learnt and formal exchanges with the Fat-Agro enterprise to enhance effectiveness.

The project design and early implementation, legacy from E160 showcased the strong personal leadership by the UNECE project manager, which was a major driver and determinant of successfully meeting demands from Russian stakeholders and providing opportunities for UNECE to potentially consider. However, it also served as an inhibiting factor: having more than one person behind the rationale for selecting certain strategies and associated activities could have facilitated stronger strategic linkages between project elements and potentially avoided unnecessary efforts. The documented original project scope appeared narrow in relation to the scale of the project's overall objective and desired impact.

Overall, the planned and obtained resources were more than sufficient for achieving the planned results, and the achieved results commensurate to the resources. The evaluation found that the chosen project strategies were operationalized efficiently for achieving the desired output and outcomes. However, UNECE's limited expertise and staff capacity to deal with the procurement of equipment took away from the project efficiency.

In addition, the project monitoring mechanisms were not set up in a way to correct mid-course, comprehensively and systematically uncover and showcase project achievements, and showcase evidence. This further underscores finding of the missed opportunity for knowledge transfer at the project start. The involvement of the Russian Ministry of Agriculture as a key stakeholder would have helped to secure funding for sharing lessons learnt between the three labs with which UNECE was engaging with, and externally showcasing results in the Russian Federation and the CIS at conferences or similar type events (such as formalized knowledge exchanges).

All interventions, including capacity building and raising awareness of standards in the Laboratory, paved the way to a sustained performance of the Shushary laboratory. The project should have benefitted from stronger links established with the previous E160 project and its lessons learnt to multiply effect and increase likelihood of sustaining results. It is

important that the results of this evaluation be discussed together and in the context of the results of project E160.

The evaluation recommendations focus on UNECE as the implementing entity, while recognizing the role of national stakeholders. To enhance short-term effects and long-term sustainability of the project, UNECE should in the immediate future complete negotiating transferring ownership to the Shushary laboratory. At the same time, to enhance the effects on both projects E160 and E236, Shushary lab should be empowered to produce a practical guide/brochure outlining the lab concept and relevant information, supporting strengthening and facilitating formalized links between Lorkh Institute, Shushary Lab and Laboratory in North Ossetia to co-develop action planning of strategies for self-sustaining operations, and translating into English and disseminating technical report on traceability<sup>5</sup> in the poultry sector. It will further effect UNECE contributions on the Russian market and underscore the overall positive perception of UNECE among its beneficiaries.

In developing similar agricultural projects oriented at CIS or other countries, fully considering agricultural needs and different climatic zones, as well as involving both national governments and research institutions would increase the project effectiveness and likelihood of sustainability of project's outputs and learning, and wide dissemination of results. Strategic consideration of internal UNECE capacities and following its mandate to shy away from equipment heavy projects would enhance project efficiency.

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<sup>5</sup> <http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>

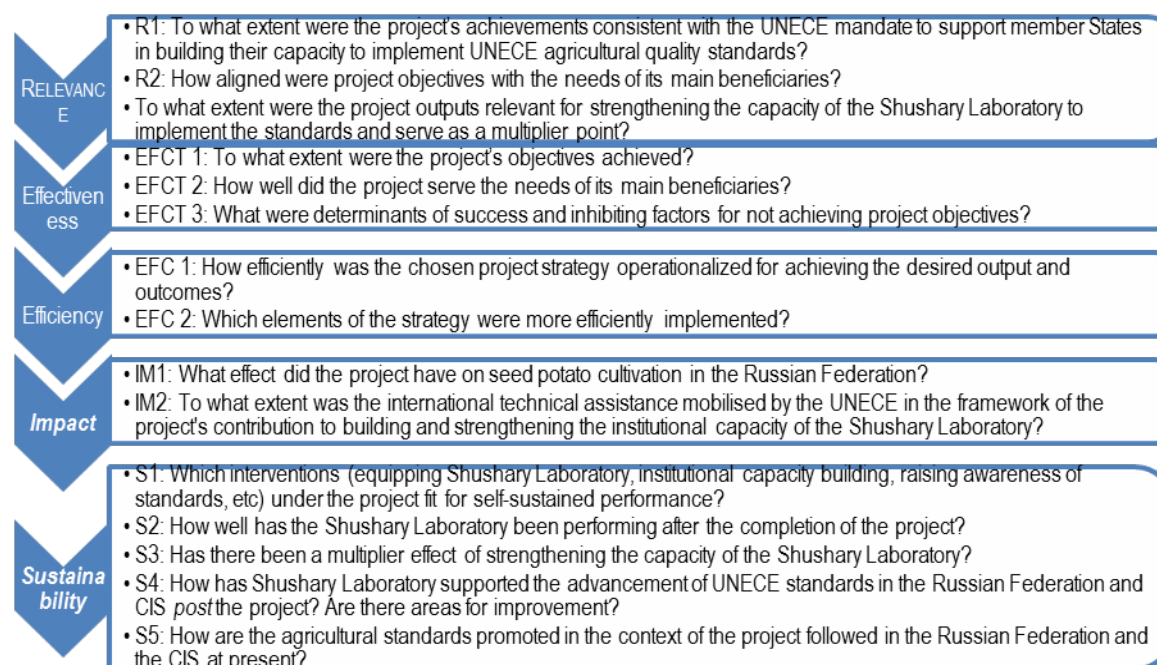
## I. Introduction

The purpose of this evaluation is to assess the relevance, effectiveness and efficiency of the project [“Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards.” \(E236\)](#) The evaluation was also intended to consider the impact and sustainability in terms of the quality and output of the seed potato laboratories and their capacity to serve as multiplier agencies in the CIS, and the sustainability of the outputs after the project’s conclusion.

The results of the evaluation will be reported to the donor and UNECE Executive Committee (EXCOM)<sup>6</sup> for accountability purposes. Both UNECE and the Russian Federation, project donor vis-à-vis UNECE, have a particular interest in seeing evaluation results to consider whether this is a viable model that should be considered again, and, if so, what it would look like. Therefore, learning from this evaluation will be used by UNECE in the design of future relevant and similar projects. The evaluation report and the management response will be made publicly available on the UNECE website.

### Evaluation Questions, Scope and Considerations

This end-of-project evaluation has sought to explore key evaluation dimensions as per the UNECE Evaluation Policy<sup>7</sup>: relevance, effectiveness, efficiency, impact and sustainability of the project results.



Evaluation questions from the original TOR (Annex A) were modified as detailed in the table

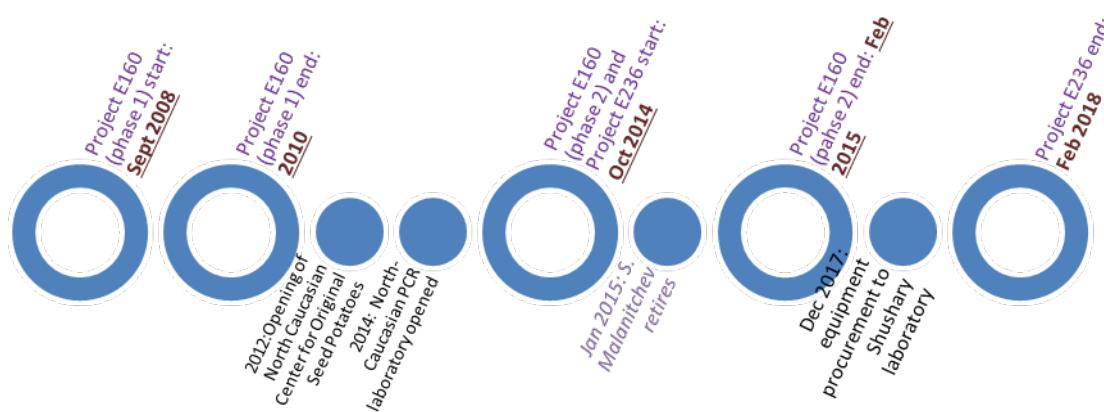
<sup>6</sup> <https://www.unece.org/commission/excom/welcome.html>

<sup>7</sup> [http://www.unece.org/fileadmin/DAM/OPEN\\_UNECE/03\\_Evaluation\\_and\\_Audit/UNECE\\_Evaluation\\_Policy\\_October\\_2014.pdf](http://www.unece.org/fileadmin/DAM/OPEN_UNECE/03_Evaluation_and_Audit/UNECE_Evaluation_Policy_October_2014.pdf)

above to account for project scope, evaluation timeframe and modality of implementation, which did not include a field visit.

This evaluation covers the full period of the implementation of project E236 from October 2014 to February 2018. The evaluation covers the contribution of UNECE throughout the project period with a special focus on the implementation and results related to work in the Leningradsky Region Branch of the Federal State Budgetary Institution "Russian Agricultural Center", Shushary Lab.

Figure 1 below gives a visual timeline of project related milestones.



The following background considerations are relevant to the end-of-project evaluation:

- a. The focus of project E236 relates to a previous project E160 "Increasing involvement of relevant bodies in Russia and other CIS countries in the development of internationally recognized UNECE standards for agricultural commercial quality and assistance in their practical application by producers and exporters" (September 2008 to December 2013). The first phase of E160 ran in September 2008 - December 2010, and was extended for January 2011 - December 2013 (final report from May 2014). After approval, initially, a follow-up project, the "E 160 Phase II" was supposed to run from April 2014 – February 2015. Owing to delays in the approval procedures by the Executive Committee (EXCOM<sup>8</sup>) it started under a different project number (E236) in October 2014.
- b. The original project included the procurement and installation of laboratory equipment in the northern region of Arkhangelsk, Russian Federation in 2015. When this laboratory was closed, the RF Ministry of Foreign Affairs of the Russian Federation assigned as the new beneficiary the Shushary laboratory in the Leningradsky Region of Russia.
- c. The inclusion of an evaluation of the "Development of the dried apricots brochure" in the Evaluation TORs was an error. While project E236 was originally expected to produce such a brochure, the latter was excluded from the project scope for: lack of demand by member states and opposition by the world largest producer. In addition, as part of UNECE's regular work on dry and dried produce and upon demand by its member states,

<sup>8</sup> <https://www.unece.org/commission/excom/welcome.html>

the relevant WP.7 Specialized Section, produced a [poster on dried apricots in English and in Russian. The printing of the poster](#) was financed by the United Nations Development Account Project (Tranche 9) to substantiate capacity-building efforts and reported accordingly<sup>9</sup>.

- d. In March 2015, after the delayed project start (Jan 2015), the project manager who had developed the original project document retired.
- e. This evaluation was desk-based and relied on documents and virtual interviews. It was not possible to triangulate or verify the project information. The short time and limited resources of the evaluation made its scope necessarily more focused. The limited time allowed only for a limited number of interviews with stakeholders. It was not possible to reach out to some of the project target beneficiaries such as agricultural producers and consumers, neither remotely nor in person.
- f. The determination of the project's impact or other effects is challenging due to an output driven nature of the implementation strategies. The question from the original TOR on impact was refined to account for the lack of baseline data and other methodological considerations, which would not allow assessing impact.
- g. The fact that the provision of equipment poses measurement challenges in an agricultural context should be taken into account. The short timeframe between the installation of the equipment in the Shushary laboratory (December 2017) and this evaluation did not allow to assess whether the new equipment translated into an improved production of seed potatoes.
- h. In the absence of a formally laid out Theory of Change (TOC), the basic results framework and collected data were used to retroactively develop the project's logical framework.

## II. Methodology

The evaluation followed the recommended UNECE approach (Annex A: TOR) and was carried out through the desk review of relevant documentation and analysis of collected information and data. The evaluation utilised the following assessment tools:

A desk review of nearly 20 relevant documents related to the mandate for and design of the project, monitoring and relevant evaluation reports, and other related information (List is provided in Annex B). As evidenced from the list, almost half of the documents related to project E160 were provided as a background material. Other documents included technical documentation, such as brochures and guidance documents directly or indirectly related to project E236 outputs.

Interviews with selected and key stakeholders of the project within the UNECE Secretariat and beneficiary member States, and other stakeholders identified by the UNECE project manager and evaluation consultant during the interviews. A questionnaire was designed, tailored and executed by the external evaluation consultant under the guidance of the UNECE project manager (Questionnaire guide is provided in Annex C). The suggested version of the questionnaire guide was adapted based on pre-test on June 18, 2018, and then translated into Russian and French languages to account for diversity of stakeholders. Data collection methods included interviews via phone and Skype and extensive email communication, including follow-up for project documentation and related materials.

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<sup>9</sup> Interview with UNECE staff.



The table 2 below presents groups of key informants with respective numbers of planned and completed interviews. The detailed table with names and affiliation is presented in Annex E:

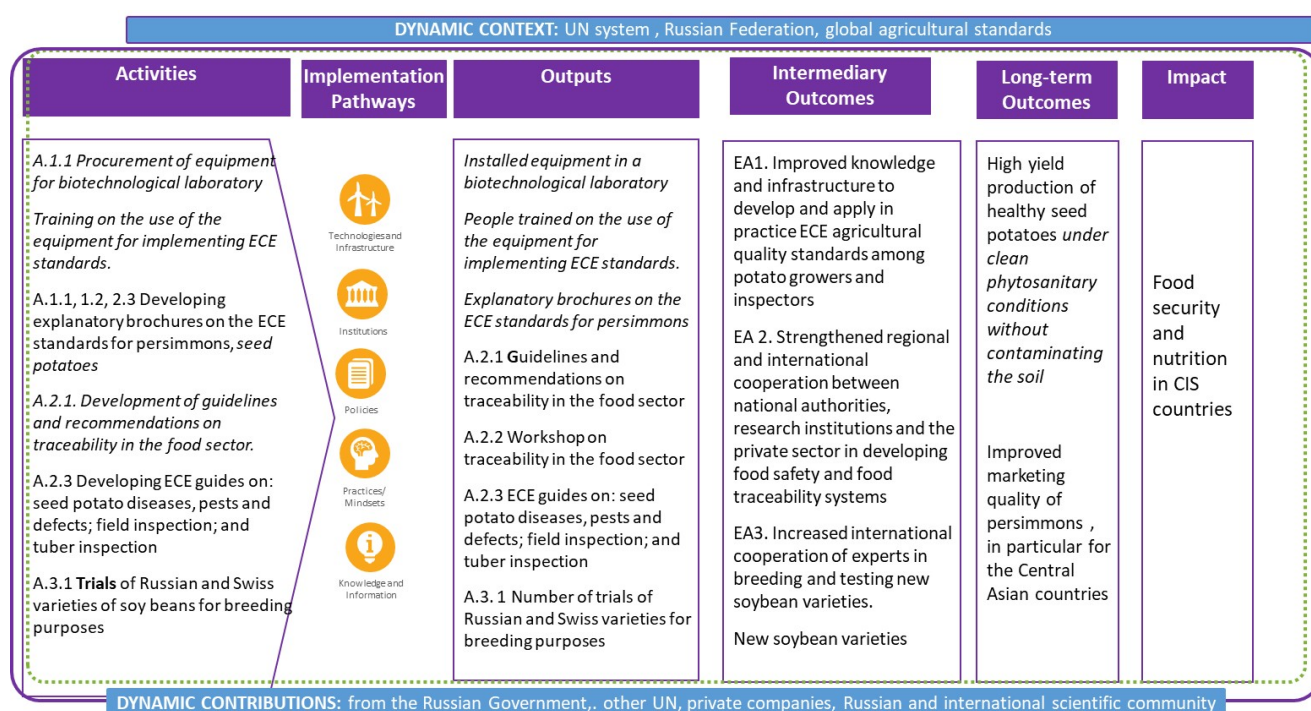
**Table 2: Breakdown of planned/actual respondents**

Respondent's Affiliation (org)	Count	
	Actual	Planned
- UNECE, including retired staff	5	5
- Russian Research Institution	1	3
- Russian Government	2	4
- International experts	4	5
<b>Total</b>	<b>12</b>	<b>17</b>

### Refining Logic Framework

Evaluation found a basic logical framework for the project, however without sufficient level of detail to illustrate a logical flow and any clear strategy for the project implementation. The Review of the Logic Framework was originally not part of the scope of this evaluation. However, the evaluation attempted to visualize the project's logic, based on project documents and interviews, taking into account the selected limitations described above. The illustration in figure 2 has helped to assess the extent to which original basic results framework (interventions, intermediate steps, and long-term goals) has been realized, for what reason and, in certain cases why not. It can serve as an example for the planning phase of future projects to examine underlying assumptions that need to be considered.

Figure 2: E236 Project Revised Logic Framework



The UNECE project manager has supported and provided explanations throughout the evaluation. The evaluation was conducted in accordance with the UNECE evaluation policy.

### III. Findings

#### Project Background and Context

UNECE as a multilateral platform that facilitates greater economic integration and cooperation among its fifty-six member States, and promotes sustainable development and economic prosperity through:

- policy dialogue,
- negotiation of international legal instruments,
- 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<sup>10</sup>

UNECE's expert groups are tasked with developing agricultural standards, namely the Working Party on Agricultural Quality Standards (WP.7) and its four specialized sections - on fresh fruit and vegetables, dry and dried produce, seed potatoes and meat. WP.7 is dedicated to developing global agricultural quality standards to facilitate international trade, through encouraging high-quality production, improving profitability and protecting consumer interests<sup>11</sup>. UNECE standards are designed to be used internationally by Governments, producers, traders, importers, exporters and international organizations. Activities under WP.7, where project E236 fits, cover a wide spectrum of agricultural products: fresh fruit and vegetables (FFV), dry and dried produce (DDP), seed potatoes,

<sup>10</sup> [https://www.unece.org/oes/nutshell/mandate\\_role.html](https://www.unece.org/oes/nutshell/mandate_role.html)

<sup>11</sup> <https://www.unece.org/trade/agr/aboutus.html>

meat, cut flowers, eggs and egg products.

The UNECE project “Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards” (E236) was implemented by the UNECE from October 2014 to February 2018 with the overall budget of approximately \$290,000. The project was primarily funded by the government of the Russian Federation, and the project was implemented in the Russian Federation, considering an unconventional modality. After initial delays due to intergovernmental processes at UNECE, the project was approved on a standard condition that (1) it would be properly closed and evaluated; and (2) the equipment procured for the Shushary laboratory would be considered the property of the United Nations similar to project equipment in any United Nations funded project, i.e. if a project purchases anything significant, it remains the United Nations’ property until written off or formally transferred. There was initial scepticism in the Russian government: the focus of funding by the Ministry of Foreign Affairs of Russia it limited to external relationships, rather than technical activities inside the country as per the project’s scope. However, eventually, both sides reached a positive outcome from approved funding for two reasons: relatively low costs and confidence in UNECE’s ability to deliver the expected results, and opportunities for learning and potential scale-up.tr.

According to documentation and interview with selected respondents, project E236 as the 2nd phase of project E160 entitled “Increasing involvement of relevant bodies in Russia and other CIS countries in the development of internationally recognized UNECE standards for agricultural commercial quality and assistance in their practical application by producers and exporters”<sup>12</sup>.

The overall objective of Phase II of the project E236 was to strengthen the capacity of the CIS countries to produce quality agricultural products, strengthen the implementation of UNECE quality standards in the region, and support a broader UN-wide goal of ensuring food security and nutrition for all. Based on the project document, expected results of the project included:

- 4) Improved knowledge and infrastructure to develop and apply in practice ECE agricultural quality standards
- 5) Strengthened regional and international cooperation between national authorities, research institutions and the private sector in developing food safety and food traceability systems
- 6) Increased international cooperation of experts in breeding and testing new soybean varieties through field visits by experts to plantings established for research purposes in Switzerland and the Russian Federation<sup>13</sup>.

The objective and results of the project were to be achieved through the following activities:

1. **Procurement and installation of required equipment** in a biotechnological laboratory to produce healthy seed potatoes under clean phytosanitary conditions in the northern region of Arkhangelsk, the Russian Federation, including the training on the use of the equipment for implementing ECE standards. The production of in-vitro virus-free source material (microplants and microtubers), which would meet the requirements of the UNECE

<sup>12</sup>

[https://www.unece.org/fileadmin/DAM/operact/Technical\\_Cooperation/TC\\_Annual\\_Reports/2016\\_TC\\_Annual\\_Report.pdf](https://www.unece.org/fileadmin/DAM/operact/Technical_Cooperation/TC_Annual_Reports/2016_TC_Annual_Report.pdf)

<sup>13</sup> E-160 (Phase II)\_October2014\_approved by ExCom\_change highlighted

Standard for Seed Potatoes, is only possible by means of modern biotechnological methods under the sterile conditions of a biotechnological laboratory. The equipment was to be purchased through the UNOG and to belong to UN until such time as ownership thereof is transferred.

2. **Development of guidelines and recommendations** on traceability in the food sector. Setting up an operational traceability system, as a pilot, at one of the poultry-processing enterprises in the Russian Federation. Disseminating the results across the CIS region;
3. **Development of internationally recommended guides** for potato growers and inspectors on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;
4. **Development of explanatory brochures** on the ECE standards for persimmons and dried apricots to improve the marketing quality of these products of particular economic importance for the Central Asian countries;
5. **Support the breeding and testing of new varieties of soya** resistant to disease and unfavourable climatic conditions through **field visits** by experts. This activity is a continuation of cooperation between ECE, Switzerland and the Russian Federation.

The range of planned project activities and their related implementation strategies was vast. The activities had their own design, implementation and distinct challenges. For the evaluator, by reading the project document, it is clear that the core problem of low quality agricultural products that could not be traced, linked to limited awareness and implementation of UNECE quality standards in the region, was being tackled by sets of activities and accompanying resources that aimed to raise awareness and knowledge of the standards, engage national stakeholders and arm them with the tools, equipment, and skills to increase access to market and enhance implementation of standards.

Project E236 had a simplified, basic logical framework, which included an objective, Expected Accomplishments (EAs) and associated activities. However, it did include neither indicators nor clear measurement mechanisms. As part of this evaluation, an attempt was made to coherently link strategies to results and target groups, in order to understand the assumptions that underpinned the project planning. The illustrative TOC provided above, which was compiled based on project documents, shows the presence of entries at each field of the continuum. However, the project lacked quantifiable indicators, and the focus was clearly on strategy implementation without an effort to connect somewhat separate pieces under one umbrella project.

### Evaluation Based on Evaluation Criteria

Through a combination of strategies and by adapting approaches to the needs of the targeted beneficiaries (purchasing equipment and training in its use, from developing guidelines to adapting existing guidelines to national and regional needs, and with the technical expertise provided by key leading experts in their field) with modest human resources, the project made a contribution to the UNECE mandate, as stated above. However, the strategies were not fully aligned with the technical cooperation activities, traditional for UNECE. Namely, it

was not part of ECE's WP.7, as it did not fully align with its goals<sup>14</sup>.

The table below which was developed based on the initial project results framework, provides a snapshot of the various project activities by their status of completion with the related information on beneficiaries. The subsequent discussion focuses on how this was achieved based on evaluation criteria, and highlights key lessons learnt for future projects and accountability.

**Table 3: E236 Project Activities, Beneficiaries and Status of Completion**

Main Activity	Beneficiaries	Achievements as of June 2018
<b>EA1</b> <i>Improved knowledge and infrastructure to develop and apply in practice UNECE agricultural quality standards</i>		
Main Activity A.1.1 Procurement of equipment for biotechnological laboratory to produce healthy seed potatoes under clean phytosanitary conditions	Shushary laboratory; Russian Federation; aligned with UNECE mission	<ul style="list-style-type: none"> <li>- Equipment procured for Shushary lab in December 2017, with the official opening of a modern in vitro laboratory for seed potato cultivation, quality control and virus elimination, at Shushari, near Sankt Petersburg, on 26 January 2018<sup>15</sup></li> <li>- Equipment functions, however there is a pending error message issue with the autoclave machine. Final resolution of the issue is not expected to be funded by technical assistance from UNECE</li> <li>- Technician representing Amex company, contracted to install equipment, last visited in June 2018</li> </ul>
Main Activity A.1.2 Developing explanatory brochures on ECE standards for persimmons and dried apricots	Central Asia UNECE	E236 project helped to advance and produce the final photos for <a href="#">The UNECE Explanatory Brochure for the Standard on Persimmons</a> . <i>Note:</i> the brochure was prepared and issued through regular secretariat work outside project E236. The work on the dried apricots brochure which owing to reason outlined above is not part of this evaluation (see limitations section above).
<b>EA2</b> <i>Strengthened regional and international cooperation between national authorities, research institutions and the private sector in developing food safety and food traceability systems</i>		
Main Activity A.2.1 Developing of guidelines and recommendations on traceability in the food sector	VNIIPP (Russian Research Institute for Poultry Processing Industry); UNECE WP:7 Specialized Section on Meat not involved	<a href="#">A technical report on the traceability in the Russian poultry sector was prepared by VNIIP</a> (Russian Research Institute for Poultry Processing Industry), in Russian. The report claims, and activity report cited that the guidelines and recommendations in the report are supposedly applicable to any branch in the food sector.
Main Activity A.2.2 Workshop on traceability in the food sector	VNIIPP; "Volzhanin" poultry processing enterprise in Rybinsk, the Russian Federation;  Experts from Belarus and Kazakhstan	The recommendations of the VNIIPP report (referenced above) were used to design and put into operation a pilot system of traceability at the "Volzhanin" poultry processing enterprise in Rybinsk, Russian Federation. An international workshop, with participants from within CIS, was held at this enterprise on 3-4 October 2014 to disseminate the experience gained in developing an operational system of traceability.
Main Activity A.2.3 Developing ECE guides on:	Russian Federation; Shushary and other	The preparatory drafting of the following guides was funded by E236

<sup>14</sup> <https://www.unece.org/trade/agr/welcome.html>

<sup>15</sup> Press Release <https://www.unece.org/info/media/presscurrent-press-h/trade/2018/unece-supports-modernization-of-seed-potato-cultivation-quality-control-and-certification-in-the-russian-federation-and-cis/doc.html>

Main Activity	Beneficiaries	Achievements as of June 2018
seed potato diseases, pests and defects; field inspection; and tuber inspection	labs; Broad expert community; UNECE	1 2. UNECE Guide to Seed Potato Field Inspection 3. UNECE Guide to Seed Potato Tuber Inspection 4. UNECE Guide to Operating a Seed Potato Certification Service.
<b>EA3</b> <i>Increased international cooperation of experts in breeding and testing new soybean varieties</i>		
Main Activity A.3.1 Research and field work in Switzerland and the Russian Federation to breed new soybean varieties	Swiss research company Agroscope; Individual Russian researchers; Not UNECE	The trials of Russian and Swiss varieties for breeding purposes were carried out successfully in 2014 on Agroscope IPV fields in Changins, Switzerland. The scientific description of the promising results is available in the <a href="#">report</a> at the UNECE website

## Relevance

All UNECE respondents agreed that the project's objectives and some of the achievements contributed to a certain extent to the relevant UNECE mandate to support member States in building their capacity to implement UNECE agricultural quality standards. The finding was consistent with the description of project relationship to the work programme:

*“The activities of the project support the aims and work of the ECE Working Party on Agricultural Quality Standards as outlined in paragraphs 2, 5(a) and 5(h) of its Terms of Reference (ECE/EC/2008/L.8) and will contribute to the expected accomplishment (c) “Adoption and increased implementation by member states of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards” of Subprogramme 6. Trade in the ECE Strategic Framework for biennium 2014-2015.*

Furthermore, the document review and the interviews showed the relevance of the UNECE project with those highlighted by stakeholders from the Russian Federation (specific to strategies):

*“Project met the needs definitely: helped systematize knowledge and provided dozens of practitioners with quality seed potatoes. (Russian Research institute representative, interview)*

*“.. the need for further harmonization of quality levels for the relevant categories of seed potatoes in the direction of their convergence with international requirements is undoubtedly of topical importance in improving the quality of seed potatoes in Russia, which will also help to minimize the possible risks of technical barriers in international trade in seed potatoes.”(Report from the workshop in Vladikavkaz by V. Anisimov, 2015)*

In the retrospect, the donor, Russian Federation, was satisfied with their decision to fund the project. Looking back, UNECE secretariat staff disagreed with the decision to proceed with funding the project, saying that *“it should not be engaged in activities that are beyond its competence and mandate” (Interview with UNECE staff)*. UNECE was not considered an equipment delivery agency, without strong expertise and capacity in e.g. soybeans at that moment. Notably, evaluation was not able to establish clear reasons behind final approval of the project by EXCOM.

Based on the project documentation, the vast list of envisioned project target group included agricultural producers, consumers, regulatory and standard-setting authorities in the ECE



region and beyond<sup>16</sup>. Table 3 above presents information on key beneficiaries by each project activity as per evaluation findings.

Both groups of Russian stakeholders agreed that the project was relevant, and they were all involved in project design by reviewing planning documents and sharing criticisms and ideas, which facilitated meeting their needs by the project.

*“The Project was very relevant, especially recommendations and the brochure for potato producers. It has become a table-book for many”.*<sup>17</sup>

*“Ms Tatiana Agapova, Deputy President of the agro-industrial and fishing complex of Leningrad District, officially opened the laboratory, noting her high appreciation of UNECE’s assistance and expertise provided under the project and the importance of UNECE’s international quality standards for seed potatoes.”*<sup>18</sup>

The interviewed staff from the UNECE had more mixed views on the needs addressed by the project, for at least some of the activities:

- The beneficiary of Traceability component was the All-Russian Institute of Poultry Processing Industry and the private company-pilot site, without any national / Government involvement. In addition, the project did not involve the experts from the UNECE’s WP.7 Specialized Section on Meat. the reason why this component was included in the project remained unclear as did the limited scope of the traceability part to one pilot the outcome of which was not disseminated.
- It was also not clear (particularly to the interviewed UNECE staff) why soybean component and its beneficiaries had been included as soybeans do not fall under the UNECE’s WP.7 work and mandate, i.e. there is no related work on standards, nor expertise so far within the groups or that UNECE secretariat. Perceptions within UNECE team<sup>19</sup> were split: that original design included this component due to ease of cultivating soy beans, thus high potential for any country, and that there was a demand from outside. However, in the retrospect it was still not clear why the Russian side in this component was being represented by a single-standing body. Overall, even with uncertainty in current UNECE team on why this component had been included in the project design, although there was an overall agreement of Russia benefitting from it.

Unfortunately, the evaluation structure did not allow for in-person interaction with a broad spectrum of beneficiaries, nor target groups identified in the project planning documents, in order to fully assess the degree to which the project met their needs. However, the following project key outputs are likely to serve them in the short and long-term:

- Guides and Explanatory Brochures that were made publicly available online<sup>20</sup>;
- Some capacity building activities for targeted beneficiaries who ranged from joint research work and contributions, such as the report on soybean<sup>21</sup> to direct hands-on training on using the equipment procured as part of the project in the Shushary

<sup>16</sup> E236 project approval document by ExCom, May 2014

<sup>17</sup> Key informant interviews with representatives from Shushary Laboratory, and Ministry of Foreign Affairs of Russia.

<sup>18</sup> <https://www.unece.org/info/media/presscurrent-press-h/trade/2018/unece-supports-modernization-of-seed-potato-cultivation-quality-control-and-certification-in-the-russian-federation-and-cis/doc.html>

<sup>19</sup> Key informant interview with UNECE staff.

<sup>20</sup> <https://www.unece.org/tradewelcome/steering-committee-on-trade-capacity-and-standards/tradeagr/brochures-and-publications/potato-diseases-and-pests.html>

<sup>21</sup> <https://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>

## Laboratory.

All groups of stakeholders, including the UNECE, Shushary lab and the Russian Government, agreed that both the equipment procurement and associated capacity building were an invaluable contribution to the capacity of the Shushary Laboratory to implement the standards, with a potential to spread widely inside Russia.

*“We used these standards prior to, during and after the project”*

*“In 2014, we released ECE brochures about seed potato diseases and disseminated them broadly; in 2014-2015 started applying ECE tools (field and tube tests), and later RF standards were harmonized with ECE standards”<sup>22</sup>.*

The evaluation found that as part of project E236, there were no interactions within Russia or with other CIS countries, nor were there opportunities for discussions with anyone beyond Russia as part of the evaluation. While there is a potential for realizing the original idea that *“equipping laboratories with equipment and know-how could serve as multipliers for activities in the CIS either on a commercial basis of their own or, if additional funding could be identified, either as training centres for participants from other CIS countries, or as experts for establishing similar laboratories e.g. in some Central Asian countries<sup>23</sup>”*, stronger links should have been established with project E160, on its lessons learnt, since the effects are already known.

## Effectiveness

On the whole, evaluation did not find sufficient evidence to confidently confirm the achievement of the project’s stated objective *“to strengthen the capacity of the CIS countries to produce quality agricultural products, strengthen the implementation of UNECE quality standards in the region, and support a broader UN-wide goal of ensuring food security and nutrition for all over, predominantly not due to ineffective implementation or clearly documented logical framework linking results to overall objective”*. As mentioned above, the project’s objective was broadly defined and ambitious, and the project’s annual report review or of other documents did not include a narrative that would coherently link various components in the project’s results framework to its objective. The project activities and delivered outputs from the beginning of the project in 2014 to 2018 are not systematically summarized in any documents except for two brief Annual Reports (2014-2015, and 2015-2016), by implementation strategy. The project annual reports, as an organisational requirement for donor reporting and limited reporting to the sessions of GE.6 and WP.7. did not go far enough to describe the relationships between the project activities and its overall objective. The latest report made available to the evaluator, does not cover project activities through February 2018: the project’s final report, which was being prepared by the UNECE secretariat at the time of this evaluation, is intended to cover the project activities between July 2018 and its end in February 2018. It should be noted that results as of February would not have been final project results, as the key intervention (laboratory equipment and training in Shushary lab) were being completed at the time when TOR for this evaluation was developed.

Notably, as described in table 3, the evaluation found that project E236 has primarily

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<sup>22</sup> Interviews at Shushary Laboratory

<sup>23</sup> Interview with UNECE staff



achieved its planned results, as presented in the revised logic framework, in figure 2. Therefore, the following discussion is needed to separate results from project overall objective.

**Result 1:** *Improved knowledge and infrastructure to develop and apply in practice ECE agricultural quality standards.*

The evaluation found evidence of achievement on Result 1, some are traceable to project E236, its achievements and overall effects and some to previous UNECE work. The best summary of what has transpired especially with regards to the work on seed potatoes, is presented at the press release around opening of the Shushary Lab.

*“Russian experts have made serious efforts to implement the UNECE quality standards for seed potatoes, and this project has contributed to quality control, crucial for the efficiency of implementation. This [Shushary] is the third laboratory built under the project, after one in Vladikavkaz and another one at the Lorkh Institute for seed quality control near Moscow. The implementation of the project benefited from a collaboration agreement between UNECE and the world-renowned Swiss agricultural research station Agroscope Changins-Wädenswil (ACW) for raising the standard of cultivation, quality control and certification of seed potatoes in the Russian Federation and other CIS countries.*

*These laboratories largely increased the efficiency of quality of seed potato production in Russia, along the whole chain – from the source material to large scale production and commercialization of potatoes. Only such first-rate controls allow UN standards for quality and virus elimination for seed potatoes to be implemented with strong effect on production efficiency and food security said Dr Linh Lê, Agroscope expert who designed and oversaw the construction of the three laboratories as UNECE consultant”<sup>24</sup>.*

The evaluator has been able to validate the overall sentiment and the perception of achievements across all the relevant interviewed stakeholders and documentation. Further detail on success and challenges related to

The work on **fresh persimmons** started in 2012 and the final adoption was in November 2015. Consequently, the project helped to finalize the work on the photos for the brochure. Otherwise, the brochure was prepared and issued through regular secretariat work outside project E236 and is available online at UNECE website.

**Result 2:** *Development of guidelines and recommendations on traceability in the food sector. Setting up an operational traceability system, as a pilot, at one of the poultry-processing enterprises in the Russian Federation. Disseminating the results across the CIS region;*

As discussed under the Relevance section, the origins and assumptions behind inclusion of this component in the project Results Framework were not fully clear to the interviewed UNECE team, beyond the assumption of its relevance to the Russian Research Institute for Poultry Processing Industry (VNIIP). The majority of related work referenced in the interviews and the documents was actually done before project E236 or even during the 2<sup>nd</sup> phase of E160 (UNECE workshop on Traceability in 2009<sup>25</sup>). At that time, special attention to food traceability emerged: a topic that was new to the Russian Federation, although since then it

<sup>24</sup> <https://www.unece.org/info/media/presscurrent-press-h/trade/2018/unece-supports-modernization-of-seed-potato-cultivation-quality-control-and-certification-in-the-russian-federation-and-cis/doc.html>

<sup>25</sup> <https://www.unece.org/index.php?id=13018>

has become accepted and understood<sup>26</sup>. The initial work under UNECE project helped draw attention to the issue and obtain funding by the Institute<sup>27</sup>. In 2013, in 2013 and 2014, a technical report was prepared by the VNIIPP, under this project (activity on traceability in the poultry sector in the Russian Federation). The reports present the concept of traceability, technological and business processes in the poultry sector, as well as technical specifications for setting up an operational system of traceability at the enterprise level<sup>28</sup>. The report is published on the UNECE web site. In interviews, the opinions of their general applicability to any other food sector branch were mixed<sup>29</sup>.

As with the project in general, the key element of linking traceability work in Russia with funding from UNECE, including under E160, was an interest of original project manager from the UNECE side and expertise of the director of the institute's director. Early into the E236, the recommendations of the VNIIPP institute report were used to design and put into operation a pilot system of traceability at the "Volzhanin" poultry processing enterprise in Rybinsk, Russian Federation at the start of project E236. Evaluation was not able to uncover supporting documentation to validate this within UNECE. The interviewed staff from the VNIIPP was able to send the evaluator the invitation and agenda of an international workshop, with participants from within the CIS (Main Activity A.2.2), held at this enterprise on 3-4 October 2014. This meeting was held to disseminate the experience gained in developing an operational system of traceability "Practice of implementing the traceability system and prospects for its implementation in the poultry industry of the Russian Federation" Participants list included experts from within CIS, including Belarus and Kazakhstan, thus showing relevance and interest of this work beyond Russia, indirectly contributing to the overall objective of project E236. Notably, there is documented evidence of the success of "Volzhanin" enterprise, awarded by the President of Russian Federation in 2016<sup>30</sup>.

**Result 3:** *Increased international cooperation of experts in breeding and testing new soybean varieties through field visits by experts to plantings established for research purposes in Switzerland and the Russian Federation*<sup>31</sup>.

Primarily implemented through field visits by experts, the strategy was intended to serve as a continuation of cooperation between ECE, Switzerland and the Russian Federation under project E160, thus also contributing to Result 2. The soybean component was the least covered under this evaluation for two reasons:

- It was the component of the first phase of the project (E160)
- More importantly, project intervention was not continued due to lack of member country demand and, therefore, "UNECE has no standard on soybeans, and no plans to develop one" (UNECE interview). UNECE's working procedures usually required that this kind of activity be initiated after member States requested it and agreed on this work<sup>32</sup>.

<sup>26</sup> Key informant interview with Russian expert.

<sup>27</sup> <http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>

<sup>28</sup> <http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>

<sup>29</sup> Interviews with stakeholders

<sup>30</sup> <https://www.youtube.com/watch?v=sOkd-eqddcA> Accessed July 2018

<sup>31</sup> E-160 (Phase II)\_October2014\_approved by ExCom\_change highlighted

<sup>32</sup> Traditionally, new standards in WP.7 are developed through an intergovernmental consensus building process. If there is a proposal and the relevant Specialized Section agrees (= countries participating in that work), the Specialized Section proposes a standard to be included in the PoW of WP.7.

According to the information contained in reports, this component, “experimentation and testing of new soybean varieties from Switzerland and the Russian Federation” was carried out, drawing on the Swiss and Russian experience and the genetic resources available in both countries”. The activities under this project were carried out by Agroscope IPV in cooperation with the Russian Far East Plant Protection Institute (DVNIIZR) and the Bioengineering Centre of the Russian Academy of Sciences who were the direct beneficiaries of this project component. The objective of this collaboration for 2014 was to set one common trial with six Swiss lines from the 2009 exchange, six Swiss lines from the 2014 exchange, and six Russian lines from the 2014 exchange. The report on [Breeding and testing New Soybean Varieties was produced](#) in 2015. With the retirement of the previous project manager, at the time of the work undertaken, the then Director of the UNECE Division agreed that this small activity could be undertaken as a side-line activity or a pilot for use by the recipient organization. Notably, no reference to this work beyond the report was found online, including on the Agroscope website, validating that neither the secretariat nor Agroscope needed this report for their work. As found by the evaluation the report was done, UNECE concluded that, as there was no standard related to soybeans nor any interest among member States so far to develop one, the UNECE would not continue this work.

The project specific activities/input to operationalize strategies has been grouped in the following way to distil the mechanisms in which needs of the beneficiaries were met:

- Procurement of equipment,
- Training on the use of the equipment and implementation of ECE standards,
- Development of guides with recommendations and brochures on the ECE standards,
- Research with field work and its dissemination,
- Knowledge exchanges.

- [A UNECE Guide to Operating a Seed Potato Certification Service, 2nd Draft 30 June 2015](#)
- [UNECE Guide to Seed Potato Field Inspection: Recommended Practices, 2014](#)
- [Breeding and Testing New Soybean Varieties, 2015](#)
- [The Explanatory Brochure on the Standard for Persimmons, 2016](#)

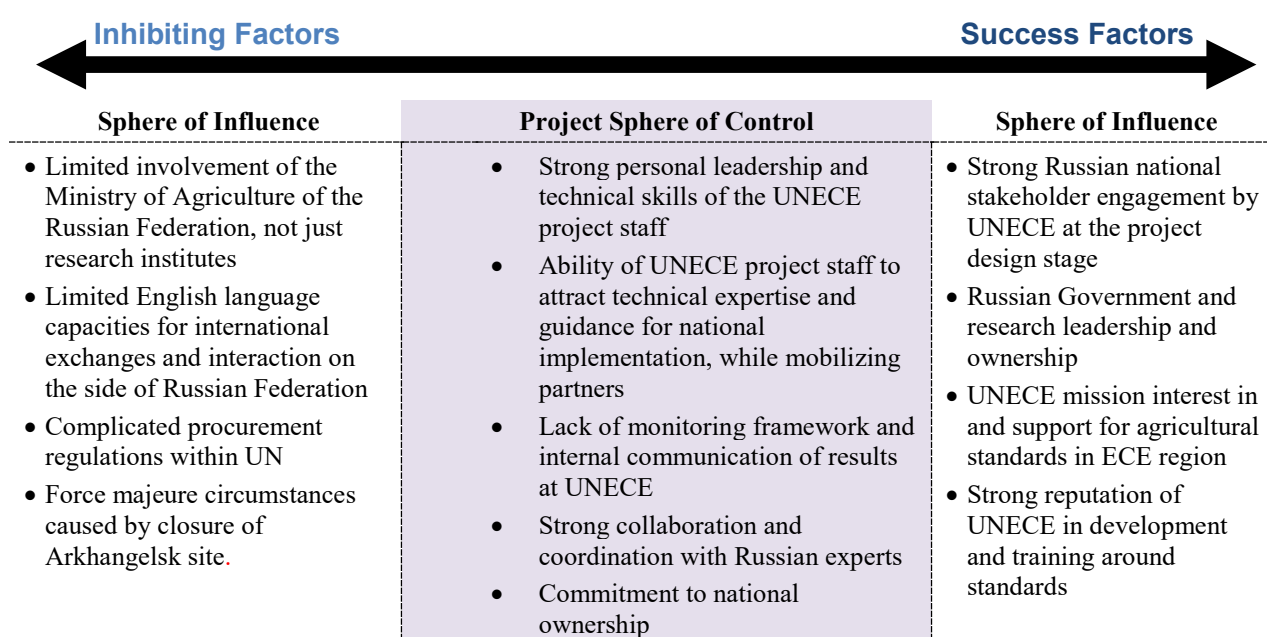
Overall, the beneficiary targeting strategy was able to meet the needs of selected stakeholders. Between the various project strategies, it was very effective in contributing to the development of tangible results, including the key documents included in the box to the right. The following documents, the majority of which were cited by multiple interviewers, are publicly available to serve the needs of the project beneficiaries and a much wider audience. The transition between original project manager and the team that took over appeared well managed: important consideration of language and expertise were taken into account to enhance likelihood of meeting beneficiary needs. However, even with that, the same level of buy-in and commitment could not be assured, given the long history preceding E236, or even E160.

The evaluation has revealed evidence of improved knowledge and infrastructure to develop and apply in practice UNECE’s agricultural quality standards, some traceable to project E236 and some beyond the project scope. As discussed throughout this document, knowledge generation and sharing, as well as capacity building activities related to laboratory equipment procurement were efficiently implemented, whereas actual procurement was not efficiently done (preventable delays on UNECE side as well as post-installation challenges).

Beyond the accomplishments in capacity building in Shushary lab cited in the press release, and traceability document, the document search on UNECE site showed little evidence of capacity building work under E236<sup>33</sup> as the project provided training only to a limited number of beneficiaries (i.e. the Shushary laboratory as well as the soybean experts).

Project successes and lack of it were driven by determinants and some inhibiting factors. The figure below illustrates the inhibiting and success factors, analysed through the outcome mapping framework, examining spheres of control, influence and interest — what the project does, who it is trying to influence to do what, and what key results it hopes these actions will produce. There is a fair balance of factors that have facilitated (or not) the project implementation, and the key themes emerging from the list are the technical expertise of UNECE and the commitment of Russian counterparts.

**Figure 3: Summary of \ success factors and inhibiting factors \**



### Efficiency

As mentioned before, the project was funded by the government of Russian Federation through earmarked funding, complemented by an in-kind contribution from the UNECE side. Released 2016 budget amounted to 240K alone, where 77% were devoted to equipment purchase alone, illustrating the strong focus on that component of the overall project. The planned UNECE contribution in terms of staff time was supposed to be two months of RB staff: 1 at P4 level and 1 at GS level. However, the evaluation showed that there was a high degree of UNECE in-kind contribution in the form of staff time during the Project implementation period, although not easily quantifiable. The procurement of the laboratory equipment, including multiple rounds of bidding and time spent to resolve issues with the equipment were an extra in-kind cost to UN staff, and subsequently ongoing contribution from the firm selected to install equipment, no chargeable to the UN.

Overall, the planned and obtained resources were more than sufficient for achieving the planned results, and the achieved results commensurate to the resources. The evaluation

<sup>33</sup> <https://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html> Accessed June 2018

found that the chosen project strategies were operationalized efficiently for achieving the desired output and outcomes. The interviews and document reviews pointed at the efficient use of funding and human resources, including the strategic use of technical experts. Review of documents with project cost breakdown found that only a small portion of the budget was on soft expenditures, which has resulted in the level of satisfaction beyond the cost, also noted by the donor:

*“Extremely high efficiency: for every \$100 there were economic gains, not profit. We, the Donor, are very satisfied”<sup>34</sup>*

The major examples of project inefficiency were exemplified by delayed procurement and faulty equipment. The evaluation found somewhat conflicting stories about the causes for both, which can be summed up to the following lessons learnt by all stakeholders:

- Details during the rounds of issuing requests for procurement from both bidding and assessing sides: the original bid was issued three times within two years, and it appears that errors or issues caused by the level of detail documenting both the suggested equipment as opposed to the requirements in the project document caused delays and contributed to frustration among all parties involved.
- Delayed delivery of equipment, caused by lengthy approval processes: subsequent adjustment to fit into the project timeline and maintain capacities and commitment from all the sides involved.
- Limited use of experts (technical specialists) who should have been available to provide assistance and/or guidance, especially at the installation: the project budget allowed for limited engagement from the UNECE compared to what was needed, including at the time of equipment installation.
- The equipment was delivered according to the state-of-the art guarantees and warranties. However, as noted by both UNECE and delivery firm, it was lower grade. The producer therefore was not likely to assure continuous support. On the one hand that caused decreasing likelihood of satisfaction among targeted beneficiaries, while on the other - extra costs for the installation company, as indicated by its representatives.

Technical installation experts were confident in that there was little control to mitigate for equipment issues. At the time of this evaluation, their expert opinion concluded that errors were due to defect of equipment from factory, which can be fixed remotely or by replacing equipment, again at no cost to UNECE.

## Effect and Impact

Given the timeline of this evaluation (conducted several months after completion) and the modest project E236 scope, it is not easy to establish the extent to which the opening of the newly equipped Shushary laboratory and related activities had any impact or effect on the seed potato breeding and market in Russia. From the UNECE side, there were mixed feelings about the project’s potential impact, due to multitude of incoherently linked project strategies and procurement issues. UNECE team did not believe there had been any spill over effect beyond the targeted regions:

*“No spill over: one country, one region.”<sup>35</sup>*

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<sup>36</sup> Interview with Shushary laboratory

<sup>36</sup> Interview with Shushary laboratory



However, there were positive developments in the laboratory itself, including the decision to grow mini-potatoes for other producers and expansion of its client base (affiliation in Smolensk region) to provide seed potatoes for further expansion<sup>36</sup>.

The interviewed UNECE staff pointed out that the material the project helped develop for seed potatoes (such as the Guides on Seed potatoes Certification etc.) and finalized as part of UNECE's regular work are disseminated also elsewhere, such as the Peru World Potato Congress in May 2018.<sup>37</sup>, thus illustrating an international value of this work.

## Sustainability

All interventions discussed in detail above, including capacity building, raising awareness of standards in the Laboratory, paved the way to a sustained performance of the Shushary laboratory.

Procurement challenges and technical difficulties encountered with the equipment have not prevented the laboratory's functioning or the positive feedback received from the laboratory during the evaluation. Notwithstanding continuing issues in the autoclave machine, which was being addressed by Amex company (past the project implementation), all stakeholders expressed high level of confidence in the future of the Shushary laboratory, indicating the high likelihood of sustaining the project results, and high level of performance after the completion of the project. The laboratory staff appeared knowledgeable in their interaction with the installation company during procurement and after the project completion.

Shushary lab staff had been engaged in work funded by UNECE prior to E236, through participation in capacity building activities with Lorkh institute and FAT-AGRO laboratory in North Ossetia. While without clear evidence, the Shushary laboratory followed the same concept as the Lorkh institute and FAT-AGRO laboratory in North Ossetia, which are currently in advanced stages of implementing ECE standards and sharing the knowledge. The current status of achievements of FAT-AGRO laboratory and appreciation of thought leadership of Lorkh institute, coming from previous engagements between the institute and UNECE, helped build faith in high likelihood of eventual success and patience while resolving equipment issues.

*“Laboratories (Shushary, North Ossetia and Lorkh institute) created a positive impact. Small scale project exemplified an SDG related Innovation, implementing something new in your particular environment, which is what this project showed. Laboratories would be able to finance themselves. .... The Shushary center was nothing special, but became something.”<sup>38</sup>*

## VI. Conclusions and Recommendations

The following section would translate findings from above into conclusions, synthesising and grounding them in the evidence. Resulting recommendations are intended to address the issues highlighted in each of the conclusions.

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<sup>36</sup> Interview with Shushary laboratory

<sup>37</sup> <https://www.worldpotatocongress2018-alap.org/en/home/>

<sup>38</sup> Interview with UNECE staff

## Conclusions

The main conclusion of the evaluation is that project was successful in achieving its desired results, however the degree of achievement of the project stated objective is not as conclusive. Detailed conclusions provided below are both result specific and summative, while being guided by the groups of evaluation questions.

Mixed views inside UNECE on relevance of project and its achievements to the UNECE mandate, are overpowered by the strong sense of overall project relevance for Russia in general, and specifically institutions and individuals, who overwhelmingly recognized the value of this project. In the absence of formal linkages and coordinated strategy by UNECE between this project and its previous work in the region, Russian beneficiaries saw and seized connections, to enhance influence of the project E236 and add value beyond the budget.

- A. The unconventional funding structure, namely earmarked funding from Russian Federation for a specific activity has contributed to the project success, however limited potential for broader impact. Despite that and the original hesitation from the Russian government, project effect was notable, and considered a success from the stand point of value-for-money.
- B. The evaluation revealed that the personality factor was both enabling and inhibiting in achieving originally stated project objective, to certain extent overpowering the role of institutions and underlying the importance of strategic timely engagement and involvement of others. The project design and grounds laid by the previous phase and early stage of implementation exemplify a strong role of a personal leadership by the UNECE project manager, which was a major driver and determinant of successfully meeting external demands from Russian stakeholders and providing opportunities for UNECE to potentially consider.
- C. The project started under the strong technical and personal leadership of the UNECE Project manager, from the design to start of implementing activities, to his upcoming retirement, an approach involving strategic transfer of knowledge at an earlier stage could have been adopted. This would have helped to get immersed in the implementation from the start, and potentially contribute to critical and timely revision of the strategies and activities. Having more than one person with a full picture behind rationale for selecting certain strategies and associated activities, could have facilitate stronger linkages between project elements, and potentially avoided unnecessary efforts.
- D. The documented original project scope appeared narrow in relation to the scale of project overall objective and desired impact. Timely and deliberate course correction after retirement of the initial manager, and exclusion of selected project elements, while re-assigning team composition, resulted in evaluative evidence showing realistic and grounded view of the ambition for each of the expected results, without claims of high level impacts..
- E. Limited achievement of the project's stated objective "to strengthen the capacity of the CIS countries to produce quality agricultural products, strengthen the implementation of UNECE quality standards in the region, and support a broader UN-wide goal of ensuring

food security and nutrition for all' due to limited strategic linkages and assessment of feasibility and relevance of various project elements.

- F. The stated beneficiary was CIS region. However, the evidence shows little impact on the CIS region at large, with beneficiary groups narrowed down to practical project specific beneficiaries, individuals and institutions alike. Achievements under the component related to the Shushary lab, specifically related to E236 project illustrate that the project successfully achieved one of its core strategic elements: to equip the recipient with skills and capacity to carry on independently without further involvement of the donor.
- G. Project monitoring mechanisms were not set up in a way to comprehensively and systematically uncover and showcase project achievements, and showcase evidence, which further underscores above mentioned conclusion about missed opportunity for knowledge transfer at the project start. The project could have benefitted from stronger links established with the previous phase of the project (E160) and its lessons learnt to multiply effect and increase likelihood of sustaining results.
- H. The involvement of the Russian Ministry of Agriculture as key stakeholder, would have helped to secure funding for sharing lessons learnt between the three labs with which UNECE was engaging with, and externally showcasing results in the Russian Federation and the CIS at conferences or similar type events, such as formalized knowledge exchanges.
- I. Results of this evaluation should be discussed together and in the context of results of project E160. While the three laboratories have benefited from UNECE support in the last decade, they are all at different stages of implementation, and in somewhat competitive relationships with each other. Nevertheless, with UNECE strategic assistance, the Shushary Laboratory could have benefited from documented lessons learnt and formal exchanges with the Fat-Agro enterprise to achieve for extra efficiency and effectiveness. The original project design did not create linkages between the activities or the participating institutions.
- J. UNECE did not possess sufficient expertise and staff capacity to deal with procurement of equipment. The length of the procurement exercise and required substantive skills confirm that UNECE is not well equipped for conducting procurement of equipment.

## Recommendations

Given innovative funding structure and relatively limited budget, it would be challenging to pinpoint recommendations for specific target groups, as it would dilute the overall message. This is an end-of-the project, therefore prioritizing and assigning responsibilities for follow-up actions is not as applicable as it would have been for a mid-course evaluation. Recommendations therefore are generic in nature and are grounded in the evidence showcased above, as well as conclusions.

- A. The UNECE needs to finalise negotiating with the Shushary lab about disposing the equipment, e.g. by transferring ownership to the Shushary laboratory according to the UN rules and regulations.



- B. It is recommended that the technical report on traceability<sup>39</sup> in the poultry sector prepared by VNIIPP (Russian Research Institute for Poultry Processing Industry) be translated into English, to share experiences under and beyond projects E160 and E236 to support wider knowledge and use of traceability mechanisms. At the very least, title should be presented in Russian on the UNECE website and these materials can be labelled as RUS language materials to enhance searchability by Russian-speaking experts.
- C. The UNECE secretariat is encouraged to consider supporting strengthening and facilitating formalized links between Lorkh Institute, Shushary Lab and Laboratory in North Ossetia to co-develop action planning or facilitate implementation of strategies for self-sustaining operations, to further effect and potential impact of UNECE contributions on Russian market.
- D. For future similar kinds of engagement under potential consideration by UNECE in future projects, it is recommended that the procurement of the equipment component be separated, and equipment is delivered by the agency with specialised expertise in procurement (e.g. by UNOPS, UNIDO or other). UNECE role should be limited to advisory services, training and capacity building activities in the framework of provision of expertise through Specialized Sections for Seed Potatoes and other relevant bodies within the framework of the UNECE technical cooperation strategy.
- E. It is recommended that a practical guide/brochure be developed by the Shushary lab outlining the lab concept, list of equipment, its application, capacity building activities (trainings, conferences, etc.), lessons learnt, etc. for broad dissemination and placement on the web site). UNECE secretariat or individual technical experts who have been involved in the project are encouraged to participate, to increase likelihood of impact of the project and create opportunities for showcase this work and translate it to other projects/regions/ etc. showcase effects and increase impact.
- F. It is recommended that UNECE Secretariat involves all relevant staff members while developing and implementing the project interventions to ensure knowledge and expertise transfer. The mechanism should be in particular in place in case of soon to retire staff.
- G. In developing similar agricultural projects oriented at CIS countries, the UNECE Secretariat, need to fully consider agricultural needs, primary agricultural products (persimmons, potatoes, soya beans or dried apricots) and different climatic zones. This will help streamline the project activities and render better results.
- H. UNECE Secretariat should engage with government, beyond research institutions, in order to attain better performance, outcomes and increase likelihood of sustainability or project's outputs and learning, and wide dissemination of results.

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<sup>39</sup> <http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>

## Annexes

### Annex A. Terms of Reference

#### **for the Evaluation of the UNECE project “Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards” (E236)**

#### **I. Purpose**

The purpose of this evaluation is to assess the relevance, effectiveness and efficiency of the project “Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards.” It will also consider the impact and sustainability in terms of the quality and output of the seed potato laboratories and their capacity to serve as multiplier agencies in the CIS and the sustainability of the outputs after the project’s conclusion.

#### **II. Background**

The UNECE project “Strengthening national capacities of the CIS countries to implement ECE agricultural quality standards” (E236) was funded by the Russian Federation and was implemented by the UNECE from October 2014 to February 2018.

The overall objective of the project was to strengthen the capacity of the CIS countries to produce quality agricultural products, strengthen the implementation of UNECE quality standards in the region, and support the broader UN-wide goal of ensuring food security and nutrition for all.

The objective of the project was to be achieved through the following strategy:

1. Procurement and installation of required equipment in a biotechnological laboratory to produce healthy seed potatoes under clean phytosanitary conditions in the northern region of Arkhangelsk, Russian Federation including training on the use of the equipment for implementing ECE standards. The production of in-vitro virus-free source material (microplants and microtubers), which would meet the requirements of the UNECE Standard for Seed Potatoes, is only possible by means of modern biotechnological methods under the sterile conditions of a biotechnological laboratory. The equipment will be purchased through the UNOG and shall belong to UN until such time as ownership thereof is transferred, on terms and conditions mutually agreed upon between the country and ECE.
2. Developing guidelines and recommendations on traceability in the food sector. Setting up an operational traceability system, as a pilot, at one of the poultry-processing enterprises in the Russian Federation. Disseminating the results across the CIS region;
3. Developing internationally recommended guides for potato growers and inspectors on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;
4. Developing explanatory brochures on the ECE standards for persimmons and dried apricots to improve the marketing quality of these products of particular economic importance for the Central Asian countries;
5. To support the breeding and testing of new varieties of soya resistant to disease and unfavourable climatic conditions through field visits by experts. This activity is a continuation of cooperation between ECE, Switzerland and the Russian Federation.

#### **III. Scope**

The evaluation will include the full period of the project implementation from October 2014 to February 2018. The evaluation will cover the contribution of UNECE throughout the project period with a special focus on the implementation and results of the final phase in Shushary, Leningrad Region in 2017.

Gender aspects will be also covered by the evaluation, taking into account guidance provided by the United Nations Evaluation Group on the matter, and as outlined in the UNECE Evaluation Policy

(2014).

#### **IV. Issues**

The evaluation will seek to report on the relevance, effectiveness, efficiency, impact and sustainability of the project. Key questions that the evaluation seeks to answer include:

##### ***Relevance***

- To what extent were the project's achievements consistent with the UNECE mandate to support member States in building their capacity to implement the relevant agricultural quality standards?
- To what extent did the project serve the needs of its main beneficiaries?
- To what extent were the project's objectives achieved? To what extent were the project outputs relevant to strengthening the capacity of the Shushary Laboratory to implement the standards and serve as a multiplier point?

##### ***Effectiveness***

- What impact did the project have on seed potato cultivation in the Russian Federation?
- What positive and/or negative spill-over effect did the project have in other CIS countries?
- What were the main reasons, if any, for not achieving the effect desired?

##### ***Efficiency***

- What was the input/output ratio of the project?
- Was the chosen project strategy the most efficient for achieving the desired output?

##### ***Impact***

- To what extent did the project activities contribute to raising awareness in the Russian Federation and the CIS of the relevant UNECE standards?
- To what extent did international technical assistance mobilised by the UNECE in the framework of the project contribute to building and strengthening the institutional capacity of the Shushary Laboratory?
- How does the Shushary Laboratory support the advancement of the standards in the Russian Federation and CIS? Are there areas for improvement?

##### ***Sustainability***

- To what extent is the Shushary Laboratory developed with technical support under the project fit for self-sustained performance?
- To what extent does the Shushary Laboratory continue to perform after the completion of the project?
- How are the practices promoted in the context of the project being followed in the Russian Federation and the CIS at present?

#### **V. Methodology**

The evaluation will be carried out utilising various means of assessment, including:

- A desk review of all relevant documents related to the mandate for and design of the project, monitoring and relevant evaluation reports, and other related information
- A tailored electronic questionnaire will be designed and executed by an external evaluation consultant, with the guidance of the UNECE project manager. It will seek information that would allow addressing the questions listed in section IV.
- Interviews with selected and key stakeholders of the project, both within the UNECE Secretariat, beneficiary member States, and other stakeholders identified by the UNECE project manager. The interviews will take place via phone and skype. The UNECE project manager will provide the contact details.

The UNECE project manager will support and further explanation to the evaluation consultant when needed. The evaluation consultant will submit a **report** on the results of the evaluation based on these terms of reference.

The Programme Management Unit (PMU) will provide guidance and quality assurance on all matters relating to the evaluation design and methodology, including of the draft final report.

## **VI. Evaluation Schedule**

*Develop a timetable for the following phases of the evaluation:*

- A. Preliminary research: March 2018 (by evaluation consultant)*
- B. Data Collection: questionnaire and interviews by evaluation consultant (by evaluation consultant): Fourth week of March - April 2018*
- C. Data Analysis: First week of April 2018 (by evaluation consultant)*
- D. Draft Report: End of April 2018 (by evaluation consultant)*
- E. Final Report: May 2018 (by evaluation consultant)*

## **VII. Resources**

An external evaluation consultant identified through the UNECE evaluation roster will be hired to conduct the evaluation. The evaluation will be managed by the UNECE Project Manager in the Market Access Section of the Trade subprogramme. The UNECE Programme Management Unit will provide guidance on the evaluation design and methodology, and quality assurance of the evaluation report in line with the UNECE Evaluation Policy (2014).

Additional stakeholders, including the senior staff of the Leningrad Region Branch of the Federal State Budgetary Institution “Russian Agricultural Centre” (Shushary Community of St. Petersburg) under the Ministry of Agriculture of the Russian Federation, as well as any other subjects involved in project implementation will be invited to share experiences, as appropriate.

## **VIII. Intended Use/Next Steps**

The evaluation will be consistent with the UNECE evaluation policy. The results of the evaluation report will be used to report to the donor on the results of the evaluation, and inform the design of future relevant projects. The evaluation report and the management response will be made publicly available on the UNECE website.

## **IX. Criteria for Evaluators**

The evaluator should have:

- Good knowledge and experience of evaluation, project management, social and demographic statistics
- Demonstrated methodological knowledge of evaluations, including quantitative and qualitative data collection and analysis for end-of-cycle project evaluations
- Proficiency of written and spoken English with a working knowledge in Russian

## Annex B. Evaluation Questions: original and revised

TOR questions	Revised Questions
<p><b>Relevance</b></p> <p>R1: To what extent were the project's achievements consistent with the UNECE mandate to support member States in building their capacity to implement the relevant agricultural quality standards?</p> <p>R2: To what extent did the project serve the needs of its main beneficiaries?</p> <p>R3: To what extent were the project's objectives achieved? To what extent were the project outputs relevant to strengthening the capacity of the Shushary Laboratory to implement the standards and serve as a multiplier point?</p>	<p><b>Relevance</b></p> <p>R1: To what extent were the project's achievements consistent with the UNECE mandate to support member States in building their capacity to implement UNECE agricultural quality standards?</p> <p>R2: How aligned were project objectives with the needs of its main beneficiaries?</p> <p>R3: To what extent were the project outputs relevant to strengthening the capacity of the Shushary Laboratory to implement the standards and serve as a multiplier point?</p>
<p><b>Effectiveness</b></p> <p>EFFECT1: What impact did the project have on seed potato cultivation in the Russian Federation?</p> <p>EFFECT2: What positive and/or negative spill-over effect did the project have in other CIS countries?</p> <p>EFFECT 3: What were the main reasons, if any, for not achieving the effect desired?</p>	<p>EFFECT 1: To what extent were the project's objectives achieved?</p> <p>EFFECT 2: What were the main reasons, if any, for not achieving the effect desired?</p> <p>EFFECT 3: How well did the project serve the needs of its main beneficiaries?</p> <p>EFFECT 4: What were determinants of success and inhibiting factors for not achieving project objectives?</p>
<p><b>Efficiency</b></p> <p>EFIC 1: What was the input/output ratio of the project?</p> <p>EFIC2: Was the chosen project strategy the most efficient for achieving the desired output?</p>	<p>EFIC1: How efficiently were the chosen project strategy operationalized for achieving the desired output and outcomes?</p> <p>EFFIC2 Which elements of the strategy were more efficiently implemented?</p>
<p><b>Impact</b></p> <p>IM1: To what extent did the project activities contribute to raising awareness in the Russian Federation and the CIS of the relevant UNECE standards?</p> <p>IM2: To what extent did international technical assistance mobilised by the UNECE in the framework of the project contribute to building and strengthening the institutional capacity of the Shushary Laboratory?</p> <p>IM3: How does the Shushary Laboratory support the advancement of the standards in the Russian Federation and CIS? Are there areas for improvement?</p>	<p><b>Effect</b></p> <p>IM1: What effect did the project have on seed potato cultivation in the Russian Federation?</p> <p>IM2: To what extent did international technical assistance mobilised by the UNECE in the framework of the project contribute to building and strengthening the institutional capacity of the Shushary Laboratory?</p>
<p><b>Sustainability</b></p> <p>S1: To what extent is the Shushary Laboratory equipped with technical support under the project fit for self-sustained performance?</p> <p>S2: To what extent does the Shushary Laboratory continue to perform after the completion of the project?</p> <p>S3: How are the practices promoted in the context of the project being followed in the Russian Federation and the CIS at present?</p>	<p>S1: Which interventions (equipping Shushary Laboratory, institutional capacity building, raising awareness of standards etc.) under the project fit for self-sustained performance?</p> <p>S2: How well has the Shushary Laboratory been performing after the completion of the project?</p> <p>S3: How are the agricultural standards promoted in the context of the project in the Russian Federation and the CIS at present?</p> <p>S4: Has there been a multiplier effect of strengthening the capacity of the Shushary Laboratory?</p> <p>S5: How has Shushary Laboratory supported the advancement of UNECE standards in the Russian Federation and CIS <i>post</i> the project? Are there areas for improvement?</p>

## Annex C. Reference Materials

1. E-160 - UNECE TECHNICAL COOPERATION PROJECT FORM, Phase II, approved by ExCom, signed, Oct8\_2014.
2. E-160 - TECHNICAL COOPERATION PROJECT FORM, Phase II, approved by ExCom, changes highlighted, Oct8\_2014
3. Letter to UNECE from the RF Permanent mission to the UN office and other international organizations in Geneva, signed by Grigory Ustinov, Snr. Counsellor, Head of Economy, Health and Environment Section, Oct13\_2015.
4. Annex: Results-based budget for the extra-budgetary project “Strengthening national capacities of the CIS countries to implement UNECE agricultural quality standards”, saved as ‘May23, 2014’
5. Letter to Mr. Michael Moner, Acting Director General of UNOG, Acting Executive Secretary of the UNECE, from E.A. Simakov, Director, A.G. Lorkh Institute for Potato Cultivation, May16\_2014.
6. Letter to UNECE, RF permanent Mission to the UN office and other international organizations in Geneva, and Rosselkhoztsentr (Russian Agricultural Centre), signed by E.A Pavlova, Director of Rosselkhoztsentr branch in Leningradskaya Oblast, re completion of the seed potato laboratory repairs, Aug15\_2016.
7. Purchase order 2200077978 re Shushary laboratory, fully signed, May23\_2017.
8. Annex B. Terms of Reference for the Supply and Delivery and installation of Equipment for a Shushary Seed Potato Laboratory Equipment
9. Press release “UNECE supports modernization of seed-potato cultivation, quality control and certification in the Russian Federation and CIS”. Jan26\_2018  
<https://www.unece.org/info/media/presscurrent-press-h/trade/2018/unece-supports-modernization-of-seed-potato-cultivation-quality-control-and-certification-in-the-russian-federation-and-cis/doc.html>
10. Persimmons - Explanatory Brochure (ECE/TRADE/417), 2016  
<http://www.unece.org/tradewelcome/steering-committee-on-trade-capacity-and-standards/tradeagr/brochures-and-publications/persimmons.html>
11. Poultry and soy beans reports:  
<http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>
12. Installation report: Amex Import-Export GmbH, Individual Entrepreneur Kafarov SY, Dec 13\_2017.
13. Branch of Russian Agricultural Center in Leningradskaya Oblast, legal requisites, downloaded on Aug13\_2015, RUS
14. 3 versions: 2014 - February 2015 ANNUAL IMPLEMENTATION REPORT
15. Oct 2014 – May 2018 Annual Implementation Report for project E236
16. RF National standards on seed potatoes, 2013 (enacted on Nov 29\_2012), RUS.
17. Mission trip report (E.V.Oves, Head of Laboratory, A.G.Lorkh Institute for Potato Cultivation) to Switzerland, July 1\_2011, RUS.
18. Released budget for 2015-2016, April13-2016.
19. Overview: UNECE Trade Programme, Steering Committee on Trade Capacity and Standards, Working Party on Agricultural Quality and Standards (WP.7), Capacity Building  
<http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>
20. Invitation to international workshop "Practice of implementing the traceability system and prospects for its implementation in the poultry industry of the Russian Federation", October 3-4 2014 RUS

## Annex D. Interview Guide

*This Interview Guide applies to key informant interviews with institutional stakeholders and is modular in nature. It is arranged in sections by topic, with sectional notations indicating the categories of informants (e.g., UNECE team, Russian government, international experts, etc.) for which the subsequent interview questions will likely be relevant. With each section, recommended questions have been provided that address the information that we will seek from the classes of key informants. Following most recommended questions are a series of prompts that the interviewer may wish to consider to solicit follow-up information. Sometimes, additional guidance on specific questions is provided in brackets following the question for consideration by the interviewer. The Interview Guide is not intended to be adhered to strictly and interviewers are encouraged and expected to deviate from specific questions (and possibly topics) and prompts with relevant follow-up questions. Further, the interviewer is not limited by these sectional notations and may deem topics appropriate to individual key informants even where not indicated by the notation. Interviewers should ensure that they have read the Interview Guide fully and are familiar with the topic, sectional notations and individual questions prior to initiating any interviews.*

Name of Interviewee:		
Organization/Agency:		
Title/Role/Position:		
Date of Interview:		

### INTERVIEW GUIDE QUESTIONS

#### BACKGROUND [ALL RESPONDENTS UNLESS OTHERWISE NOTED]

“I would like to start off by speaking to you a little bit about your institution and the work around agricultural standards, food safety and food traceability systems, and related services that your institution provides globally, within Russia and CIS. After that, I would like to get your opinions on the support that UNECE project has provided to your institution and other institutions to the extent that you are aware.”

B1: Can you please tell us a little bit about yourself and your role here at [\_\_\_\_] (vis a vis UNECE project)?

→ Job Title and Responsibilities

B2: Can you tell us a little bit about the role of your organization? What are its responsibilities?

→ Overall objectives of the Institution and department in which you work?

→ Structure, and funding of the institution (*if applicable*)?

#### RELEVANCE

R1: Are you familiar with the UNECE project? If yes, can you describe what interactions your organization and you yourself have had with UNECE?

R2: How familiar are you with the project desired results? What is your vision

1) Improved knowledge and infrastructure to develop and apply in practice ECE agricultural quality standards

2) Strengthened regional and international cooperation between national authorities, research institutions and the private sector in developing food safety and food traceability systems

3) Increased international cooperation of experts in breeding and testing new soybean varieties through field visits by experts to plantings established for research purposes in Switzerland and the Russian Federation.

R3: Were you engaged in formulating desired results and project strategies? How?



R4: Were you engaged in selecting project implementation strategies?

R5: To the best of your knowledge, were the processes mentioned above inclusive and responsive to the needs of key beneficiaries?

R6: How relevant and aligned were those strategies with your priorities (PROBE if necessary; UNECE, Government of Russia, testing laboratory, etc.?)

A.1.1 **Procurement and installation of equipment** in a biotechnological laboratory to produce healthy seed potatoes under clean phytosanitary conditions in the northern region of Arkhangelsk, Russian Federation, including the training on the use of the equipment for implementing ECE standards. The production of in-vitro virus-free source material (microplants and microtubers), which would meet the requirements of the UNECE Standard for Seed Potatoes, is only possible by means of modern biotechnological methods under the sterile conditions of a biotechnological laboratory.

A.2.1 **Development of guidelines and recommendations** on traceability in the food sector; pilot, at one of the RF poultry-processing enterprises (VNIIPP). Disseminating the results across the CIS region; Workshop on traceability (A.2.2)

A.2.3 Development of **internationally recommended (ECE) guides for potato growers and inspectors** on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;

A.1.2 Development of **brochures on the ECE standards for persimmons and dried apricots** to improve the marketing quality of these products or Central Asian countries;

A.3.1 Support the breeding and testing of new varieties of soya resistant to disease and unfavourable climatic conditions through **field visits by experts**.

R7: How aligned were key interventions with project strategy?

- Installation and training (AMEX or UNECE??)

- TBC

R8: Did they respond to the needs of intended beneficiaries?

### EFFECTIVENESS AND EFFICIENCY

EE1: How well did the project serve the needs of its key stakeholders?

EE2: How efficiently was the chosen project strategy operationalized for achieving the desired results?

EE3: What interventions were the most successful? *PROBE if necessary*

A.1.1 **Procurement and installation of equipment** in a biotechnological laboratory The production of in-vitro virus-free source material (microplants and microtubers), which would meet the requirements of the UNECE Standard for Seed Potatoes.

A.2.1 **Development of guidelines and recommendations** on traceability in the food sector; pilot, at one of the RF poultry-processing enterprises (VNIIPP). Disseminating the results across the CIS region; Workshop on traceability (A.2.2)

A.2.3 Development of **internationally recommended (ECE) guides for potato growers and inspectors** on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;

A.1.2 Development of **brochures on the ECE standards for persimmons and dried apricots** to improve the marketing quality of these products or Central Asian countries;

A.3.1 Support the breeding and testing of new varieties of soya resistant to disease and unfavourable climatic conditions through **field visits by experts**.

EE4: Which results were and were not achieved? Why? *PROBE IF NECESSARY*

1) Improved knowledge and infrastructure to develop and apply in practice ECE agricultural quality standards

2) Strengthened regional and international cooperation between national authorities, research



- institutions and the private sector in developing food safety and food traceability systems*
- 3) *Increased international cooperation of experts in breeding and testing new soybean varieties through field visits by experts to plantings established for research purposes in Switzerland and the Russian Federation.*

EE5: Which of the strategies did not work and why?

*PROBE: move from original plan from Arkhangelsk to Shushary, etc.*

EE6: Which elements of the strategy were most efficiently implemented? Which ones were not?

EE 7: What were determinants of success and inhibiting factors for not achieving project objectives?

*PROBE Political, logistical, economic, personal*

### IMPACT AND SUSTAINABILITY

IS1: What was the project effect on your work?

IS2: What was its effect on the seed potato cultivation in the Russian Federation? What strategies were most influential for achieving this objective?

IS3: Were all effects intended, or there were some unintended results (positive or negative)?

IS4: Did international technical assistance mobilised by UNECE contribute to building and strengthening the institutional capacity of the Shushary Laboratory? In what way? What worked best? What could be improved?

IS5: Which equipment was most useful?

IS6: Which interventions under the project fit for self-sustained performance? *PROBE if necessary*

*A.1.1 **Procurement and installation of equipment** in a biotechnological laboratory The production of in-vitro virus-free source material (microplants and microtubes), which would meet the requirements of the UNECE Standard for Seed Potatoes.*

*A.2.1 **Development of guidelines and recommendations** on traceability in the food sector; pilot, at one of the RF poultry-processing enterprises (VNIIPP). Disseminating the results across the CIS region; Workshop on traceability (A.2.2)*

*A.2.3 Development of **internationally recommended (ECE) guides for potato growers and inspectors** on how to cultivate quality seed potatoes to produce high yields without contaminating the soil;*

*A.1.2 Development of **brochures on the ECE standards for persimmons and dried apricots** to improve the marketing quality of these products or Central Asian countries;*

*A.3.1 Support the breeding and testing of new varieties of soya resistant to disease and unfavourable climatic conditions through **field visits by experts**.*

IS7: How well has the **Shushary Laboratory** been performing after the completion of the project?

IS8: What has been a multiplier effect of institutional capacity building of the Shushary Laboratory? From top to bottom? Have they been able to share acquired knowledge with other experts in Russia or CIS?

IS9: How have the **agricultural standards** promoted in the context of the project followed in the Russian Federation DURING and AFTER the project? What about CIS? What are the concrete examples?

## Annex E. List of Interviewees

N	NAME	AFFILIATION (ORG)	RATIONALE	CONTACT INFO	INTERVIEW APPOINTMENT/RESPONSE
1.	Mika Vepsäläinen	UNECE	Chief of the UNECE's Market Access Section in charge of the work related to agricultural quality standards.	<a href="mailto:Mika.Vepsalainen@unec e.org">Mika.Vepsalainen@unec e.org</a>	June 2018
2.	Mr Mario Apostolov		Regional Adviser on trade	mario.apostolov@unece.org	June 2018
3.	Ms Catherine Haswell		UNECE's evaluation manager.	Catherine.Haswell@unec e.org	Thursday, July 5
4.	Ms Liliana Annovazzi-Jakab		Head of UNECE's agriculture unit.	Liliana.Annovazzi-Jakab@unece.org	June 20, 2018
5.	Mr. Sergey Malanichev		Former UNECE manager for project E160 and part of E236		June 2018
6.	Mr. Boris ANISIMOV (2013)	Government of the Russian Federation	Deputy Director for Research, A.G. Lorkh Research Institute for Potato Cultivation, Russian Academy of Agricultural Sciences, Moscow	Tel. +7 495 557 10 18 +7 495 557 10 11 <a href="mailto:coordinazia@mail.ru">coordinazia@mail.ru</a> Phone : +7 495 557 1018 Fax : +7 495 557 1011 Email : <a href="mailto:coordinazia@mail.ru">coordinazia@mail.ru</a>	Rejected response for interview, provided document
7.	Mr. Evgeny SIMAKOV (2011)		Researcher, A.G. Lorkh Potato Research Institute for Potato Cultivation, Russian Academy of Agricultural Sciences, Moscow	Tel. +7 495 557 10 18 +7 495 557 10 11 <a href="mailto:coordinazia@mail.ru">coordinazia@mail.ru</a>	No response despite two emails and a discussion with a secretary
8.	Mr. Victor Guschin		Director for Research, All-Russian Institute of Poultry Processing Industry, Moscow Научный руководитель учреждения <a href="http://www.vniipp.ru/institute/staff.html">http://www.vniipp.ru/institute/staff.html</a>	Тел. +7 (495) 944 6967 victor@dinfo.ru	June 26, 2018
9	Ms. Elena Pavlova		Head of the Shushary laboratory, Leningradsky Region.	Tel +7 909 589 9303	June 19, 2018
10	Mr Andrey Ivanov	Government of the Russian Federation	Deputy Head of Rosselkhozcenter branch in Leningradsky region	Tel.+7 911 934 8878	June 19, 2018
11	Mr Alexander Malko		Head of Rosselkhozcenter, Moscow	Tel. +7 495 733 9835.	Refused due to low awareness of the project and lack of personal involvement
12	Ms. Anna Klukhina		Department of International Organizations, Ministry of Foreign Affairs of the Russian Federation Департамента международных организаций МИД России.	Tel. +7 925 974 40 95 <a href="mailto:aklyukhina@gmail.com">aklyukhina@gmail.com</a>	June 2018
13	Mr. Akhsarbek Soltanbekovich Sabatkov	Northern Osetia	North Ossetia laboratory, Vladikavkaz. Funded under E160.	Tel +7 928 8640853 FAT-AGRO <a href="mailto:fatagro@mail.ru">fatagro@mail.ru</a> <a href="http://www.fat-agro.ru/">http://www.fat-agro.ru/</a>	July 6, 2018
14	Mr. Raffael	Ex	Procurement Specialist, AMEX, Vienna, Austria	Tel. +43 1 876 76 00 50	July 3, 2018

	Bauch			<a href="mailto:rbauch@amex-vienna.at">rbauch@amex-vienna.at</a>	
15	Mr. Sergey Kafarov		Installation consultant for AMEX, Belorussia	<a href="mailto:sergey.kafarov@gmail.com">sergey.kafarov@gmail.com</a>	July 5, 2018
16	Dr Lê-Công-Linh		Swiss retired agricultural expert specializing in potatoes. Lead expert throughout this project, reviewed the needs of the Shushary laboratory for equipment and visited the site twice	<a href="mailto:legabriel8@gmail.com">legabriel8@gmail.com</a>	Interview via questionnaire in French
17	Mr. John Kerr		Chair of the Specialized Section on Seed Potatoes and Head of Seeds, Varieties and Pesticides Division on Science and Advice for Scottish Agriculture (SASA) in the UK.	<a href="mailto:John.Kerr@sasa.gsi.gov.uk">John.Kerr@sasa.gsi.gov.uk</a>	July 26, 2018

## Annex F: Follow-up action plan for UNECE

The following recommendations should be considered as an action plan for UNECE.

- 1) The UNECE needs to finalise negotiating with the Shushary lab about disposing the equipment, e.g. by transferring ownership to the Shushary laboratory according to the UN rules and regulations.
- 2) It is recommended that the technical report on traceability<sup>40</sup> in the poultry sector prepared by VNIIPP (Russian Research Institute for Poultry Processing Industry) be translated into English, to share experiences under and beyond projects E160 and E236 to support wider knowledge and use of traceability mechanisms. At the very least, title should be presented in Russian on the UNECE website and these materials can be labelled as RUS language materials to enhance searchability by Russian-speaking experts.
- 3) The UNECE secretariat should facilitate formalized links between projects E160 and E236, and specifically Lorkh Institute, Shushary Lab and Laboratory in North Ossetia to co-develop action planning or facilitate implementation of strategies for self-sustaining operations, to further effect and potential impact of UNECE contributions on Russian market.
- 4) UNECE can support Shushary lab in developing a practical guide/brochure outlining the lab concept, list of equipment, its application, capacity building activities (trainings, conferences, etc.), lessons learnt, etc. for broad dissemination and placement on the web site).

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<sup>40</sup> <http://www.unece.org/trade/agr/promotion/promotioncapacitybuilding.html>