

# STDF's Evidence-based approach to Prioritize SPS Investments for Market Access (P-IMA)

## Evaluation Findings

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# Evaluation - purpose

1. To assess how (and to what effect) STDF's work on P-IMA has delivered **results and impacts** linked to the STDF's theory of change.
2. To identify key **findings, conclusions,** and **recommendations** to inform and **improve** any ongoing/future work on P-IMA.
3. To draw additional **lessons** to strengthen future STDF knowledge work on other topics.



# Evaluation - questions

**Relevance.** To what extent did the objectives and **design of P-IMA** respond to the **needs of stakeholders** for an effective and efficient decision-making process for prioritizing SPS INVESTMENT options?

**Coherence.** To what extent has STDF's work on P-IMA been aligned with other relevant work including SPS **capacity evaluation tools**?

**Effectiveness.** To what extent were the **objectives** of STDF's work on P-IMA **achieved**, including the objectives of stakeholders who used P-IMA?

**Efficiency.** How well were the **resources used**?

**Impact.** To what extent has P-IMA **contributed to** impact on **SPS capacity** and to sustained structural change in stakeholders' **decision-making** processes for prioritizing SPS investments?

**Sustainability.** To what extent are the **results** of STDF's work on P-IMA, and stakeholders' use of P-IMA, **likely to continue in the long term**?

# Methodology - sample x 12 P-IMAs



59 people  
interviewed

2015  
onwards



Country visits to Kenya & Uganda



Secondary doc  
review

## STDF supported P-IMA

- COMESA - Ethiopia, Kenya, Malawi, Rwanda, Uganda (STDF/EIF co-financed project)
- Ghana
- Madagascar
- Belize
- CARICOM region
- Ecuador
- Bangladesh

## P-IMA used on own initiative

- TradeMark Africa - regional level
- Winrock International, Philippines - Building Safe Agricultural Food Enterprises (B-SAFE)
- International Livestock Research Institute (ILRI) - Better Enforcement of Standards for Safer Trade (BESST) feasibility study with WOAHOIE
- Bahamas Agricultural Health and Food Safety Authority (BAHFSA)
- CABI international

# Methodology - ratings

| Rating       |   | <b>Definition.</b> Extent to which each dimension of the P-IMA work was fulfilled, according to the sub-question and indicator used to answer <b>each sub-question.</b> |
|--------------|---|---|
| Significant  | 3 | Fulfilled. No additional actions are required.  |
| Moderate     | 2 | Fulfilled to a satisfactory extent; would benefit from additional actions.  |
| Limited      | 1 | Fulfilled to a partial extent and requires considerable remedial actions.   |
| Not at all   | 0 | Not fulfilled and requires urgent attention.  |
| Inconclusive | ? | Insufficient data to draw conclusions and answer the sub-question.  |

## Decision-making challenges

“The Philippines is one among many developing countries that experience a number of challenges of **resource allocation**.

Most of these countries are confronted by the **reality** that governmental resources and **funding** from the private sector and non-governmental organizations are often **limited**, thereby allowing only select investments to be pursued among a long list of **competing options**”

## P-IMA framework design

- Transparent
- Inclusive
- Participatory + ownership
- Evidence-based
- Accountability
- Aligned with reality
- Robust analysis
- **Piloted, collective process**

# Coherence

|                           |     |
|---------------------------|-----|
| Moderate -<br>Significant | 2.5 |
|---------------------------|-----|

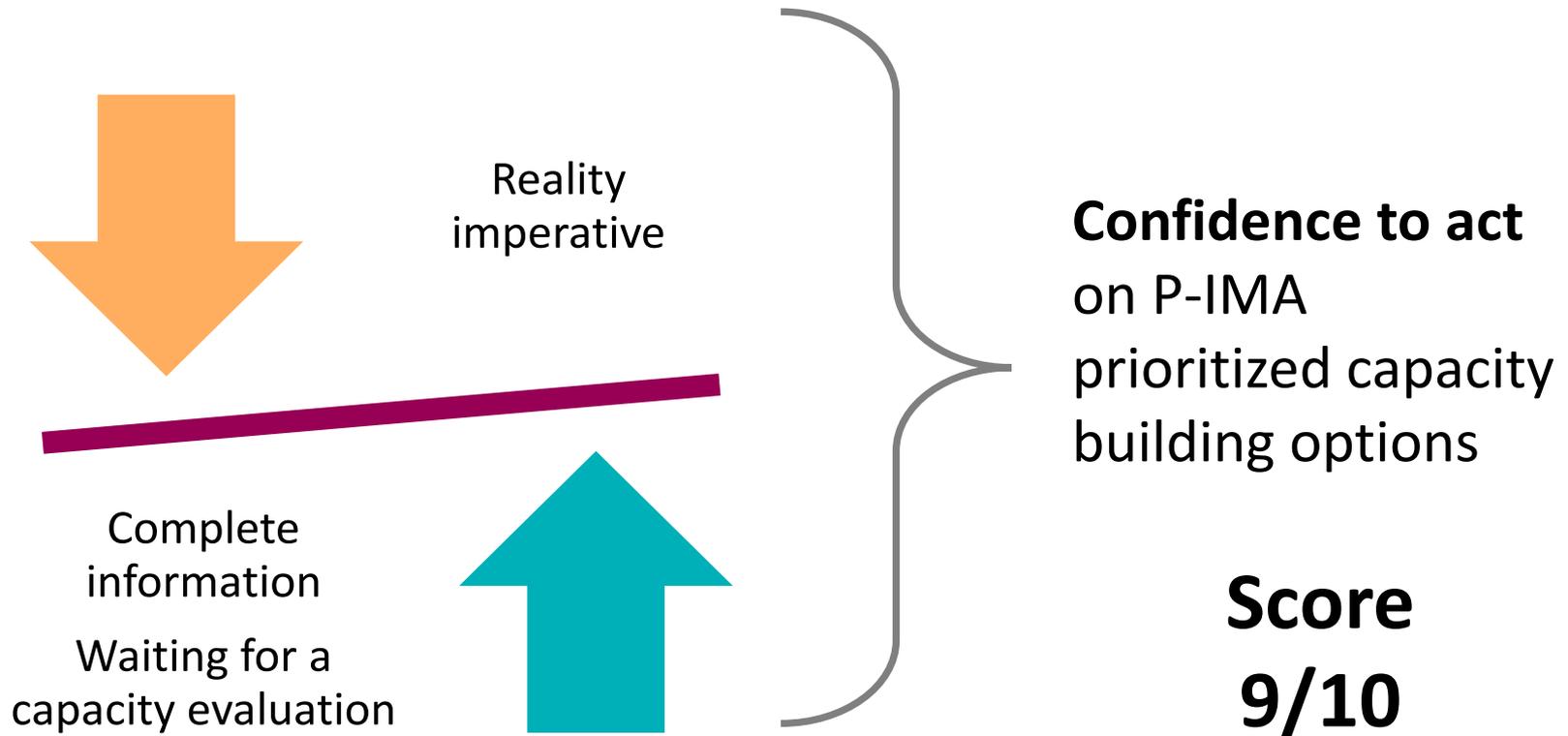
- ✓ Gender & environment
- ✓ Alignment with STDF Strategy
- ✓ SPS Capacity evaluation tools (PVS Pathway, IPPC PCE, food control system tool, etc.) encouraged for use with P-IMA

“the P-IMA framework complemented and built on the findings and results of the **PCE Tool**. Having access to the PCE findings gave stakeholders **confidence** that the phytosanitary investment options reflected real needs, linked to the **National Phytosanitary Strategic Plan**”  
[Madagascar]

➤ In practice ... **20%** P-IMA reports

# Coherence

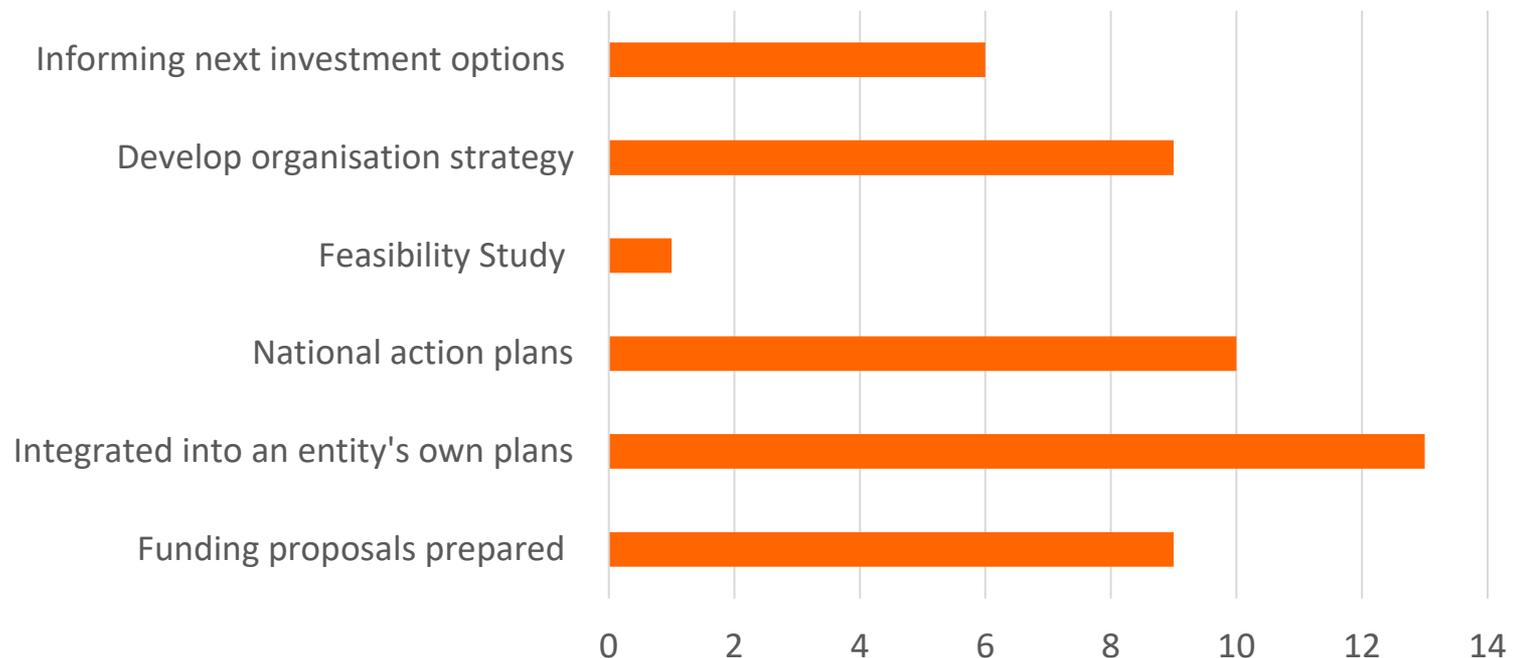
## Capacity evaluation tools and P-IMA



# Effectiveness: outcomes

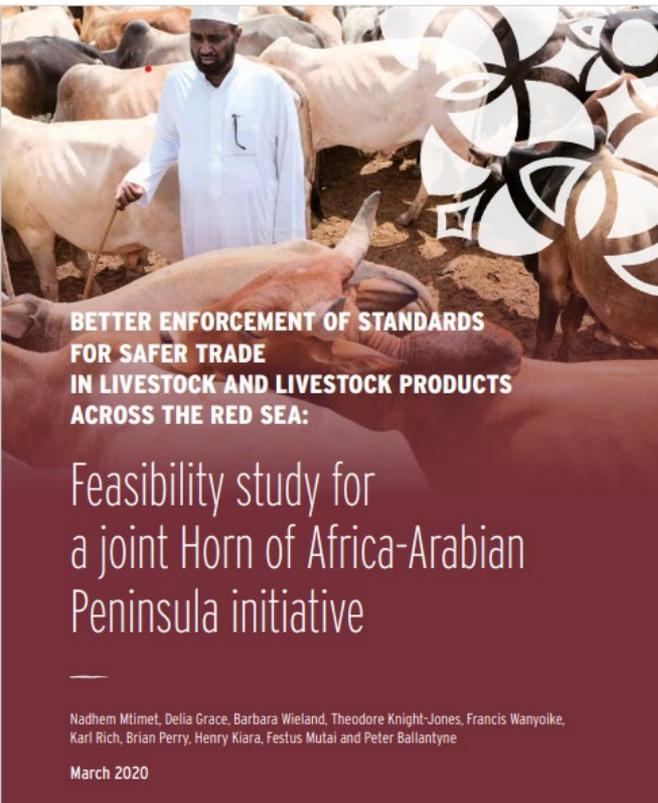
42 of the 73 prioritised SPS capacity building options (CBO) were taken forward = **57% ~ a good result!** [*estimated, incomplete data set*]

Number of ways in which 42 priority SPS capacity building options were taken forward into decision making and subsequently used. Some SPS options were used in more than one way (n = 47).



# Effectiveness: versatility *examples*

- Different uses
- Virtual & hybrid modalities
- Decision criteria

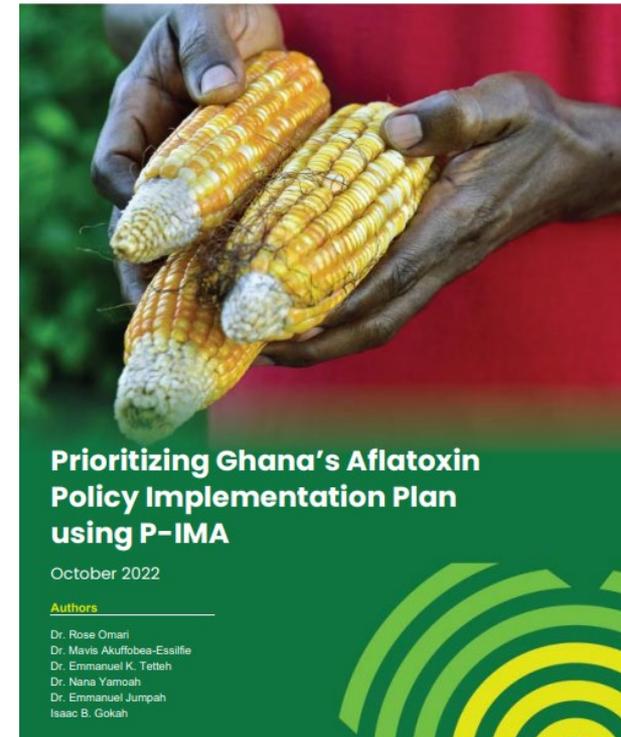


**BETTER ENFORCEMENT OF STANDARDS FOR SAFER TRADE IN LIVESTOCK AND LIVESTOCK PRODUCTS ACROSS THE RED SEA:**

Feasibility study for a joint Horn of Africa-Arabian Peninsula initiative

Nadhem Mtimef, Delia Grace, Barbara Wieland, Theodore Knight-Jones, Francis Wanyoike, Karl Rich, Brian Perry, Henry Kiara, Festus Mutai and Peter Ballantyne

March 2020



**Prioritizing Ghana's Aflatoxin Policy Implementation Plan using P-IMA**

October 2022

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# Efficiency: value for money

**STDF**  
**USD 472,000**  
**PG & PPGs**

+ Staff time budgeted for knowledge work and project management

**Funds leveraged for  
SPS capacity building  
USD  
2.89 Million**

*STDF supported + organisations who applied P-IMA on own initiative*

# Efficiency: MEL

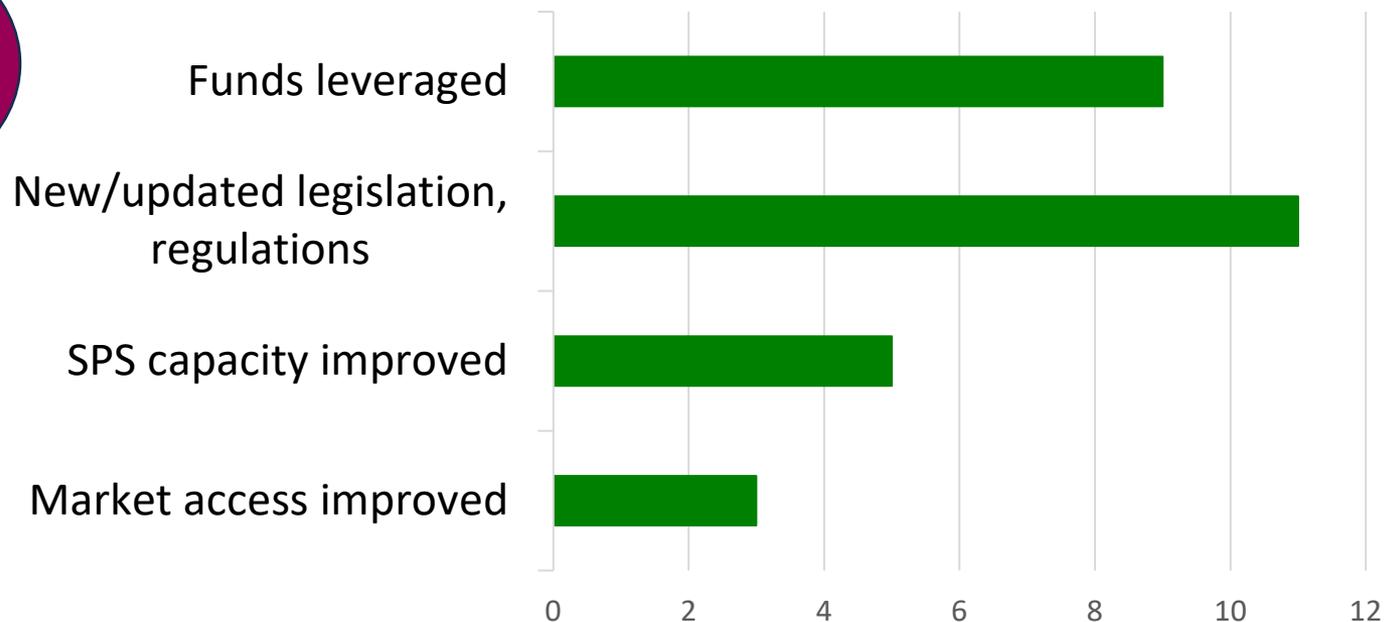
- Good ~ progress of P-IMA work, promotion, dissemination ... given resources
- Challenges - obtaining information *after* P-IMAs completed
  - Outcome and impact data
  - Whose responsibility?
  - How to gather data? ~ data base
  - Time and resources

# A. Impact: *contribution* to SPS capacity

*Of the 42 SPS CBO taken forward, 15 have further contributed to impact ... and impacts still emerging*

**Number of ways in which 15 priority SPS capacity building options were either funded and/or *contributed* to improved SPS legislation, SPS capacity, or access to export markets. Some SPS options made several contributions (n=28)**

USD  
2.89 m



## B. Impact: mainstreaming P-IMA

**Intention:** P-IMA to feed into decision-making related to SPS capacity building as an *ongoing process*

**Result:** Not mainstreamed ~ esp. **national levels**

- In some countries after P-IMA was completed the capacity building options were not taken forward ...

### Why?

1. Unclear *how* the prioritised capacity building options would be taken forward and by *whom*?  
Which organisation/ministry/ ...???
2. Unclear *what* “mainstreaming” looks like
3. Insufficient **planning**

**“P-IMA has no home”**

- ✓ Some progress e.g. Uganda SPS committee
- ✓ Potentially becoming mainstreamed in **individual organisations**, e.g., not-for-profits
  - BUT! - only one P-IMA so far applied / organisation

## The challenge

“... the approach was **overly reliant on international expertise** and not sufficiently rooted in regional/national processes. One of the limitations was that this work **did not create sufficient regional capacity on P-IMA** to facilitate the **re-use and institutionalization** of this approach to facilitate SPS decision-making on an ongoing basis. This reduced the sustainable uptake by many countries”

# Sustainability

**Solution:** Train a **pool of new P-IMA experts** at regional level to apply P-IMA frameworks independently

**Result:** No P-IMA frameworks applied by new P-IMA “experts”

## Why?

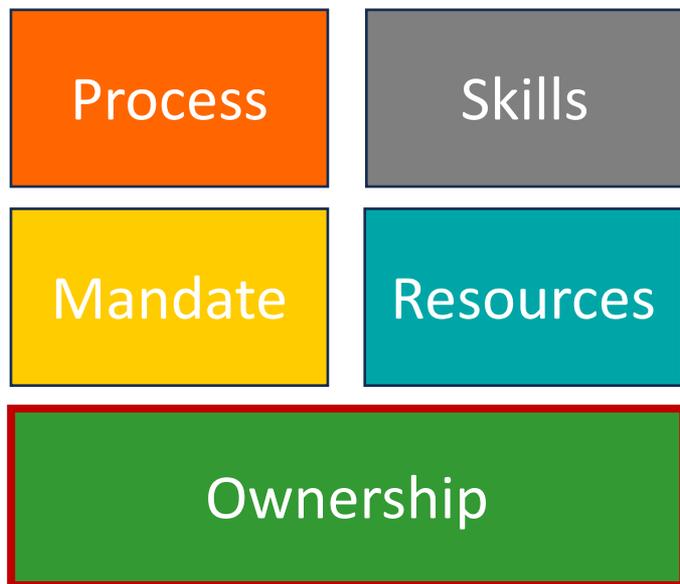
# Why is P-IMA not sustainable?

1. Lack of supporting **structure** for newly trained P-IMA experts

**No P-IMAs have been updated**

**Linked to mainstreaming  
“P-IMA has no home”**

*Small group trained / P-IMA*



*After training and P-IMA was completed ...*

**“There was no follow up, we were just **left hanging**. How can I as an individual organise to apply P-IMA again in future? I don’t have the mandate, I don’t have any resources, I can’t pay for D-Sight.”**

# Why is P-IMA not sustainable?

## 2. Training approach

- Materials ~ good
- Training tools ~ good

### Assumption

- *one off* training will be sufficient for novices to become expert P-IMA facilitators
- insufficient practice & experience

Need a different training strategy ~ BUT

**The window of opportunity is closing!**

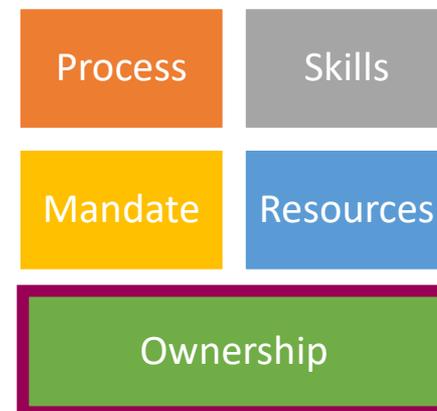
# Conclusions - key take aways

- Highly relevant and effective
- Good indications of impact ~ contribution to SPS capacity
- Great value for money from investing in applying P-IMA
- Scope to improve coherence of P-IMA with capacity evaluation tools in *practical* terms
- Scope to increase engagement with donors & financial institutions
- Scope to strengthen MEL ~ what happens *after* P-IMA?
- Current approach to P-IMA is not sustainable
  - Mainstreaming ~ ownership & planning insufficient
  - Training strategy ~ still reliant on a few P-IMA experts

# Recommendations

## 1. Adopt an **integrated** strategic approach to the P-IMA work moving forward –

- Workshop to review the recommendations from the Evaluation. Stakeholders who have used P-IMA + STDF partners
- Develop a strategy to address *sustainability and mainstreaming*.



## 2. Develop a **new training strategy** aimed at building the sustainability of P-IMA and eliminating reliance on the two global P-IMA experts.

# Recommendations

## 3. Partner with organisations at regional and/or national levels and build their capacity to provide “P-IMA services” to other organisations incl. public and private sector

- Training in how to apply P-IMA
- Guidance in mainstreaming P-IMA
- Which organizations would be best suited?

## 4. Consider piloting a strategic approach to improving the sustainability of P-IMA through one or two STDF Project Grant (PG) in one/two region (s)

# Recommendations

## 5. Identify, develop and operationalize stronger practical synergies and linkages between the **capacity evaluation tools** and P-IMA

- Workshop
- And other means

## 6. Increase engagement with **donors** and financial institutions

- Support the applications of P-IMA
- Funding SPS capacity building options
- Use of existing P-IMA analyses to inform bilateral donor programming
- Scaling of P-IMA

# Recommendations

## 7. Expand MEL processes to strengthen data collection after P-IMA ~ outcome & impact levels

- Workshop with stakeholders to develop process – e.g.,
  - What data needs to be collected
  - How will it be collected
  - Roles, responsibilities, commitments
- Additional STDF human resources

# Thank you

