



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Project title:	Enhancement of regional trade capacities in food through a harmonized regional conformity assessment and food safety systems.	
Relationship to integrated programme	Linked to the ongoing UNIDO programme on supporting the regional accreditation capacity under the Arab Standardisation Strategy (TE/RAB/10/001).	
Thematic area code	Trade Capacity Building (TCB), CD 18	
Starting date	1 January 2014	
Duration	4.5 Years (Including 6 months inception phase)	
Project site	Arab Region (AIDMO members)	
Government Co-ordinating agency	Arab Industrial Development and Mining Organisation (AIDMO)	
Counterparts	Regional	League of Arab States (LAS) Arab Industrial Development and Mining Organisation (AIDMO) Arab Organisation for Agricultural Development (AOAD)
	Individual countries	National Standards Bodies, National food control authorities and relevant ministries and national institutions involved in food standards and food safety
Executing agency	UNIDO	
Project inputs		
⇒ UNIDO	\$ 7.0 Million (including 10% UNIDO support costs)	
⇒ Counterpart inputs	In kind	
The League of Arab States Region has one of the lowest levels of interregional trade despite preferential market access and significant cultural homogeneity. Trade potential exists but is as yet untapped. The International Trade Centre's (ITC's) analysis¹ finds that by removing remaining obstacles to trade, there is the potential to increase total trade of member states by 10% and create at least 2 million jobs. The modest evidence of regional integration among the LAS trading partners hints at factors other than 'conventional' tariffs hindering the free exchange of goods across LAS markets. Exporting companies seeking access to foreign markets, and companies importing products, do indeed need to comply with a wide range of requirements including technical regulations, product standards and customs procedures. These non-tariff measures (NTMs) affect intra-regional trade in the LAS, especially in manufacturing products. This is despite the fact that preferential agreements are in place which include provisions for the elimination of non-tariff barriers to trade. Sanitary and phytosanitary (SPS) measures and technical barriers to trade (TBT) are perceived as most challenging. According to the ITC report, more than half (54%) of the NTM cases fall into this category, which comprises technical regulations i.e. product-specific requirements such as tolerance limits for residues, hygienic requirements or measures on Labeling and packaging, and conformity assessment measures aiming at proving compliance with technical regulations e.g. through testing and certification. Many countries in the Region are facing a challenge to respond in the most appropriate way to the demands of their citizens for safe and healthy food on the one hand, and to WTO requirements for the		

¹ ITC report: League of Arab States Regional Integration: opportunities for trade and employment

elimination of technical barriers to trade and the compliance with the sanitary and phytosanitary measures, on the other hand. In general, most countries in the Region have limited capacity to plan and implement policies that affect food safety and trade, to implement relevant international agreements, and to take advantage of trade opportunities. Several countries face difficulties in meeting international safety and quality standards because of their weak capacity in scientific research, testing, conformity and equivalence. As a result, a major challenge in the Region is to raise and harmonize the food safety standards and systems to reach internationally recognized levels, as well as the often higher standards set by developed countries.

The World Trade Organization (WTO) has two agreements that are of particular relevance for food safety and quality - the Agreement on the Application of Sanitary and Phytosanitary Measures (the "SPS Agreement") and the Agreement on Technical Barriers to Trade (the "TBT Agreement"). The SPS Agreement deals with measures aimed to protect human, animal and plant life and health. The TBT Agreement covers all technical regulations, voluntary standards and the procedures to ensure that these are met, except when these are sanitary or phytosanitary measures as defined by the SPS Agreement. Ten LAS countries are members of WTO and eight countries have Observer status at WTO. However, membership of these organisations does not in itself mean that a country has an adequate food safety infrastructure or legislation.

Although several countries of the Region have been taking steps to develop new and improved food safety systems like the case of Morocco, Saudi Arabia and Jordan, the capacity and efficiency of many countries need to be improved to control the safety of locally produced and imported food, and to ensure and demonstrate compliance with food safety standards in export markets.

The Arab Industrial Development and Mining Organisation (AIDMO) is the responsible regional organisation for industrial development in the Arab region with clear mandate to achieve several objectives of which to achieve a harmonised and integrated quality / standards infrastructure in the Arab region, despite of the fact that regional cooperation / harmonisation mechanisms were established by AIDMO on areas such as accreditation and metrology, there is no regional mechanism on harmonising food safety standards / systems, technical regulations and its related conformity assessment functions.

By hosting the Arab Standards Centre, AIDMO is in charge of the regional activities on standards and Quality Infrastructure and acts as the coordinating regional body between all standard institutes in the region. AIDMO has three regional Advisory Committees on Standardisation, Accreditation and Metrology with the responsibility of setting up and implementing the Arab Standardisation strategy.

AIDMO and through its committees and councils, has developed the Arab Standardisation Strategy 2009 -2013 adopted by the Arab States in 2008 which addresses all the components of the Quality Infrastructure (Standardisation, Metrology, Certification, Accreditation, Testing and Conformity assessment) with a regional focus, the strategy was revised by AIDMO, with the support of UNIDO, and the 2014-2018 strategy will be launched and published in 2014 covering also the food standardisation and harmonisation aspects.

AIDMO cooperates closely with the Arab Organisation for Agricultural Development (AOAD) on food related standards under the Memorandum of Understanding (MOU) they have signed few years back, both parties have jointly developed the project concept with the support of UNIDO to ensure effective coordination and cooperation in this area. AIDMO had intensive consultations with the Arab Authority for Agricultural Investment and Development (AAAID) and the Arab Centre for the Studies of Arid Zones and Dry Lands (ACSAD).

To ensure full ownership and political support to the project, AIDMO organized a series of consultation rounds and submissions at the following levels:

- The project concept was presented and submitted to the League of the Arab States (LAS) at their meeting on **9 September 2012 in Cairo**, the concept was endorsed and UNIDO was identified as a partner.
- The project concept was presented and discussed with UNIDO and the Swedish International Development Agency (SIDA) during their regular review meeting which took place on the **8 October 2012 in Cairo**, SIDA expressed their interest to support the project since food safety is part of the Swedish Strategy for development in the MENA Region.
- The Project concept was presented and submitted to the 40th meeting of AIDMO High Advisory Committee for Standardization which took place on **15-16 November 2012 in Rabat**; The Arab Standards Bodies expressed their support and readiness to join the project.

- The project concept was presented at the 42nd session of the AIDMO Executive Council which took place on **26-28 November 2012 in Khartoum** where the project was endorsed under the resolution No. 739.
- The project concept was presented at the Private Sector Forum held on **12-13 January 2013** in Riyadh and was endorsed for submission to the Arab Economic Summit.
- The project concept was submitted to the Arab Economic and Social Summit meeting which took place on the **21-22 January 2013** and was endorsed by the Summit.
- The need for a regional approach to food safety was recognized as a key priority for the region at the First Arab Conference on Regulatory Controls on Food which took place on **6-8 April 2013**. The conference organized by The Executive Council of Health Ministers and the Saudi Food and Drug Administration.

This project enjoys a full ownership and political support in the region and has been designed and planned jointly between UNIDO and AIDMO in line with the Arab Standardisation Strategy.

For the Arab Industrial Development and Mining Organization:



Mohamed Ben Yousef Behzad
Director General

Date: 13 May 2014
Place: Vienna

For the United Nations Industrial Development Organization:



LI Yong
Director General

Date: 13 May 2014
Place: Vienna

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LIST OF ABBREVIATIONS

AIDMO	Arab Industrial Development and Mining Organization
AAAID	Arab Authority for Agricultural Investment and Development
ACCA	Arab Coordination Center for Accreditation
ACSAD	Arab Centre for the Studies of Arid Zones and Dry Lands
AFRAC	African Accreditation Cooperation
ALGERAC	Algerian Accreditation Body
AMU	Arab Maghreb Union
AOAD	Arab Organisation for Agricultural Development
APLAC	Asia Pacific Laboratory Accreditation Cooperation
ARAC	Arab Accreditation Body
ASEAN	Association of Southeast Asian Nations
CEN	European Committee for Standardization
CENELEC	European Committee for Electrotechnical Standardization
EIU	Economist Intelligence Unit
CTA	Chief Technical Advisor
DG	Director General
DNPQ	Direction de la Normalisation et de la Promotion de la Qualité (Mauritania)
EA	European Accreditation
EAE	Energy and Environment
EFSA	European Food Safety Authority
ERP	Enterprise Resource Planning
ESCWA	Extractive value added
EU	European Union
EXCOM	Executive Committee
FAO	Food and Agriculture Organization
GA	General Assembly
GAFTA	Great Arab Free Trade Area
GCC	Gulf Co-operation Council
GDP	Gross Domestic Product
GFSI	Global Food Safety Initiative
HCCM	High Consultative Committee
HQ	Head Quarter
IAAC	Inter American Accreditation Cooperation
IAF	International Accreditation Forum
IDB	Industrial Development Board
ILAC	International Laboratory Accreditation Cooperation
ISO	International Organization for Standardization
ITC	International Trade Centre
JFDA	Jordan Food and Drug Administration
KSFDA	Saudi Food and Drug Administration
LAS	League of the Arab States
LCOR	Leading Change and Organizational Renewal
MDE	More Diversified Economies
M&E	Monitoring and Evaluation
MENA	Middle East North Africa
MOU	Memorandum of Understanding
NAFTA	North American Free Trade Agreement

NCA	National Centre of Accreditation of the Republic of Kazakhstan
NGO	Non-Governmental Organization
NQI	National Quality Infrastructure
NTM	Non-tariff measures
OILM	Organization of Legal Metrology
ONSSA	Food Safety Authority of Morocco
PCOR	Programme of Changed and Organisational Renewal
PCU	Project Coordination Unit
PLAC	Palestinian Laboratories Accreditation Committee
PPM	Portfolio and Project Management
PSI	Palestinian Standards Institute
QI	Quality Infrastructure
SAP	UNIDO's Enterprise Resource Planning Software
SIDA	Swedish International Development Cooperation Agency
SPS	Sanitary and Phytosanitary Measures
SSMO	Sudanese Standards and Metrology Organization
STDF	Standards and Trade Development Facility
TBT	Technical Barriers to Trade
TCB	Trade Capacity Building
TSU	Technical Support Unit
TUNAC	Tunisian Accreditation Council
TURKAK	Turkish Accreditation Agency
UAE	United Arab Emirates
UN	United Nations
UNAMI	United Nations Assistance Mission for Iraq
UNIDO	United Nations Industrial Development Organisation
WTO	World Trade Organization
YSMO	Yemen Standardization, Metrology and Quality Control Organization

A. CONTEXT

A.1 Intra-regional trade

The Arab League comprises countries which are relatively homogenous in terms of religion and language. Moreover, in recent years efforts have been undertaken to largely remove bilateral tariffs. Still, compared to other regions, trade among the League of Arab States (LAS) members is low.

Arab intraregional trade has been consistently weak, in spite of efforts to improve its development. In recent years, Arab countries have embarked upon the liberalization of their trade organisation and setup through a complex web of trade agreements involving bilateral, sub-regional and regional preferential trade agreements.

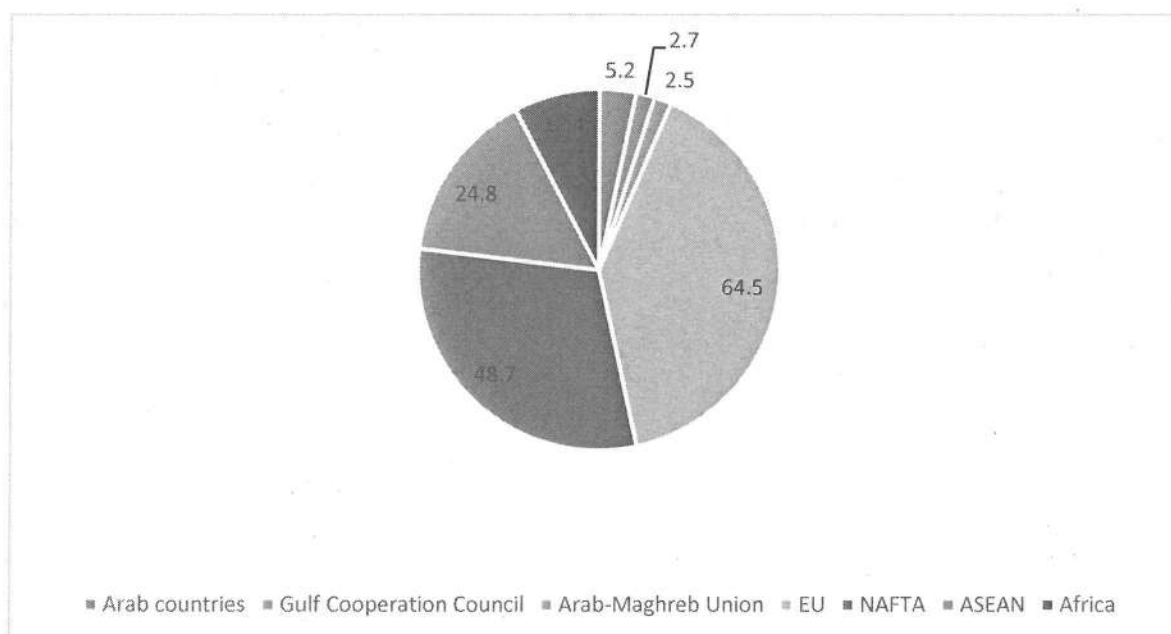
Against this backdrop, the most significant agreements are currently GAFTA (Greater Arab Free Trade Area), AMU (Arab Maghreb Union), GCC (Gulf Cooperation Council) and the AGADIR 2004 Agreement.

Out of these agreements, GAFTA has gained a high trade surplus in comparison to the rest of the world with exports totalling \$1.2tn in 2012 and imports \$0.8tn. The trade surplus of \$400bn in 2012, or around 15% of GAFTA GDP, has grown steadily since 2009 when it contracted to \$64bn as oil prices averaged lower.

However, it is clear that Arab export market is in general heavily weighted towards oil exports. Beyond oil exports, the Arab region holds a one percent share of global trade exports, which leads various trade analysts to characterise the region as weak.

In 2010, intra-Arab exports amounted to only 5.2 per cent of total Arab exports, the weakest intra-regional trade in the world, as shown in figure 1. Moreover, sub-regional trade is even weaker, not exceeding 2.7 per cent among the countries of the Gulf Cooperation Council³ and 2.5 per cent among members of the Arab Maghreb Union

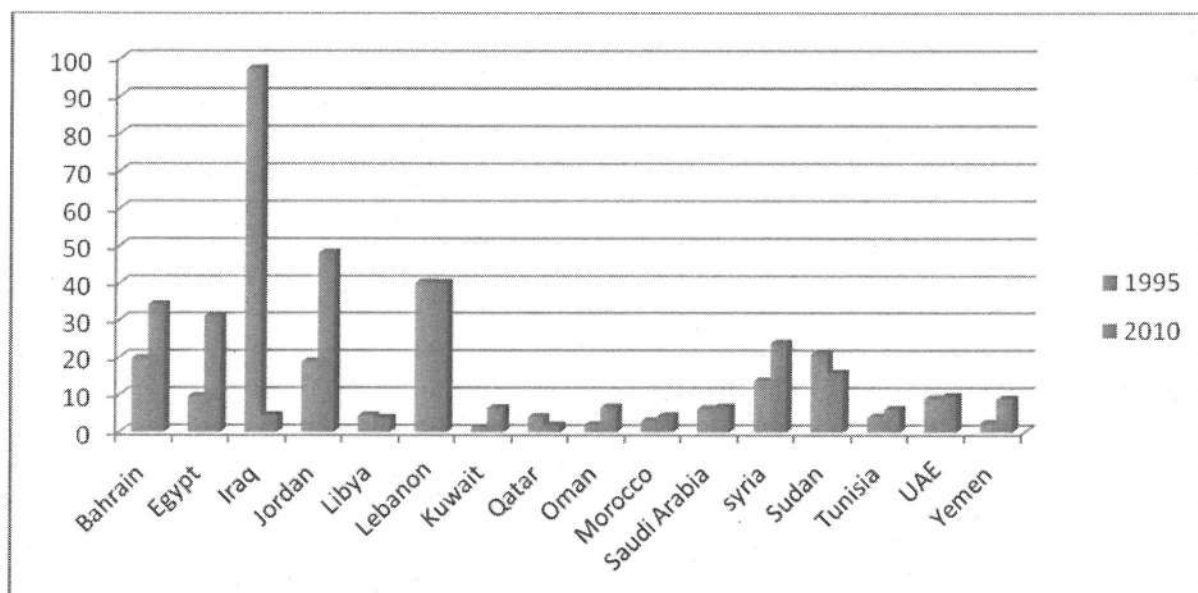
Figure1: Intra-regional exports 2010 in percent



Source: Journal of Economic Cooperation and Development, 2011, Gulf times, 2013 and UN ESCWA report on key figures on Arab Trade, 2013

As shown in figure 2, most Arab countries send less than 30 per cent of their exports to the Arab region, excepting Bahrain, Lebanon and Jordan. However, the figure also shows that many countries increased their exports to Arab countries between 1995 and 2010. The share of Iraq's exports to the region, despite its small volume, were high in 1995 due to the international sanctions which obliged all Iraqi exports to be sent only to neighbouring Arab countries. However, the situation changed in 2010 with the removal of sanctions on Iraq's oil exports, resulting in an increase in its levels of international exports.

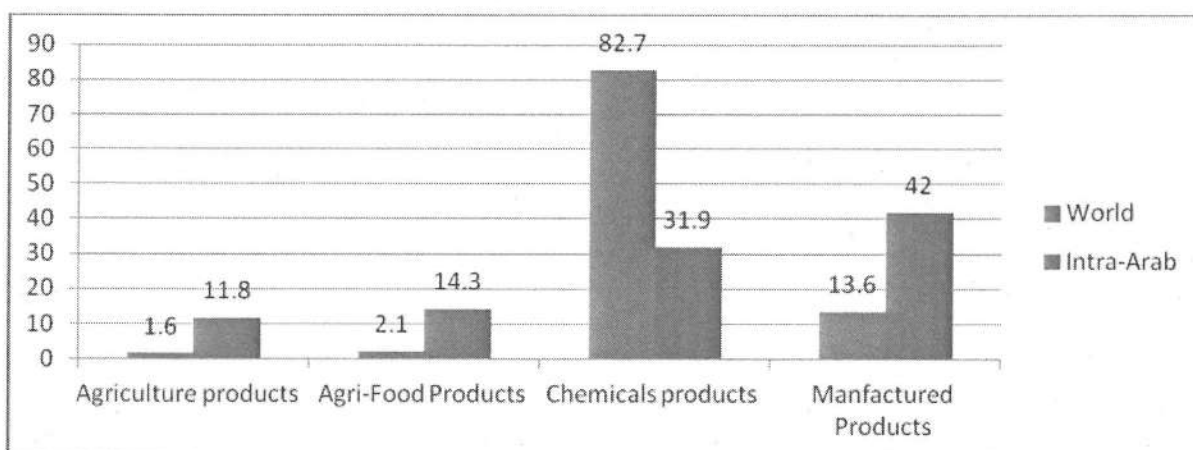
Figure 2. The share of intra-Arab exports by country in 1995 and 2000



Source: ESCWA's estimates using COMTRADE database.

Despite its low level, the structure of intra-Arab trade is more diversified than the region's trade with the rest of the world (figure 3). In 2010, chemical products, including crude oil and natural gas, accounted for 82.7 per cent of all Arab exports, compared to only 32 per cent of intra-Arab exports. Manufactured products contributed 42 per cent of total intra-Arab exports compared with only 13.6 per cent for exports to the rest of the world.

Figure 3. Structure of Arab exports 2010



Source: Arab Integration Report 2013

As a consequence, instead of enhancing regional integration, the LAS remain largely dependent on trade with the outside world. As youth unemployment is an issue in LAS countries, creating new export opportunities is one important way to create new jobs for this segment of the population.

A.2 The GAFTA Agreement

Trade integration in the Arab world is an old story. Starting with the creation of the Arab League in 1945, several attempts have been made to promote regional political and economic integration: the 1950 Treaty for Joint Defense and Economic Cooperation, the 1953 Convention for Facilitating and Regulating Transit Trade, the 1957 Arab Economic Unity Agreement, the 1964 Arab Common Market, the 1981 Gulf Cooperation Council, the 1989 Arab Cooperation Council as well as the 1989 Arab Maghreb Union (Neaime, 2005). However, these agreements have generally not been implemented. As a result, trade barriers have remained high within the Arab region.

Things started changing in the 90s, when most Arab countries actually implemented trade liberalization process, both at multilateral, bilateral and regional level. Indeed, eleven Arab countries are now members of the WTO². At the same time, there has been an increase in bilateral free trade agreements. Finally, at the regional level, the GAFTA (Greater Arab Free Trade Agreement) was signed in 1997 whereas the Agadir Agreement was signed between Morocco, Egypt, Jordan and Tunisia in 2004.

The economic benefits expected from this far-reaching regional integration are numerous and well-known. GAFTA members³ are first expected to increase intra-regional trade, thanks to the removal of trade barriers. Second, production efficiency should be enhanced through by exploiting comparative advantage and scale economies. Third, competition within domestic markets will be increased with greater product varieties for consumers as well as lower prices. Fourth, an improvement of terms of trade is expected thanks to the decrease in import prices. Finally, GAFTA should help to increase economic growth through the dynamic effects of regional integration (Baldwin and Venables, 1995; Robson, 1998).

At the last Economic and Social Summit which took place in January 2013, the Arab Leaders have confirmed their commitment to complete the process of achieving the Greater Arab Free Trade Agreement before the end of 2013, below is the extract from the Riyadh Declaration released after the Summit.

Confirming our commitment to supporting the process of Arab economic integration, increasing the volume of inter-Arab trade and the formation of an Arab solid economic grouping, we affirm our determination to complete the requirements for the Greater Arab Free Trade before the end of 2013, and make every effort to overcome the difficulties that prevent this. We also appreciate the efforts of specialized Arab organizations, federations and regional and international bodies in order to enhance inter-Arab trade.

ESCWA Report 2013

Key Figures on Arab Trade

- Trade in the Arab region is characterized as weak, with a 1 per cent share of global trade excepting oil, and a 5 per cent share including oil in 2010.
- Arab exports are heavily dominated by oil, which represented around 55 per cent of the region's total exports in 2010, with oil exports accounting for more than 80 per cent of all goods exported in at least ten Arab countries.
- Arab service exports account for around 2.8 per cent of world service exports.

Table 1 GAFTA members

1. Jordan	7. Morocco	13. Kuwait
2. United Arab Emirates	8. Syria	14. Tunisia
3. Bahrain	9. Lebanon	15. Libya
4. Saudi Arabia	10. Iraq	16. Sudan
5. Oman	11. Egypt	17. Yemen
6. Qatar	12. Palestine	

² WTO members as of 2010: Jordan, United Arab Emirates, Bahrain, Tunisia, Saudi Arabia, Oman, Qatar, Kuwait, Egypt, Morocco, Mauritania

³ GAFTA Members: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, United Arab Emirates, Yemen, Algeria

A.3 Intraregional trade and TCB/SPS⁴

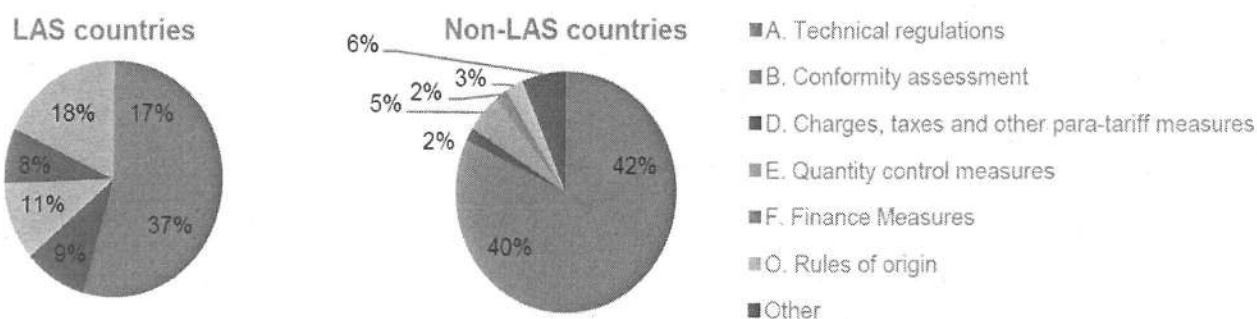
Overall, we find that despite the substantial tariff privileges that LAS countries enjoy on LAS markets, regional integration has been declining since the mid-1990s. Other — non-tariff — obstacles are in place, which prevent LAS members from trading more with each other.

Even though the removal of tariffs remains a precondition for achieving greater regional integration, tariff preferences do not automatically translate into integration. Only a few countries have actually achieved closer trade links with other LAS countries compared with non-LAS countries, despite major efforts.

The modest evidence of regional integration among the LAS trading partners hints at factors other than 'conventional' tariffs hindering the free exchange of goods across LAS markets. Exporting companies seeking access to foreign markets, and companies importing products, do indeed need to comply with a wide range of TBT/SPS requirements including technical regulations, product standards and customs procedures. These non-tariff measures (NTMs) affect intra-regional trade in the LAS, especially in manufacturing products. This is despite the fact that preferential agreements are in place which include provisions for the elimination of non-tariff barriers to trade.

The types of burdensome NTMs experienced by companies when exporting agricultural products to other LAS members are summarized in the left panel of the below graph. Sanitary and phytosanity (SPS) measures and technical barriers to trade (TBT) are perceived as most challenging. More than half (54%) of the NTM cases fall into this category, which comprises technical regulations i.e. product-specific requirements such as tolerance limits for residues, hygienic requirements or measures on Labeling and packaging, and conformity assessment measures aiming at proving compliance with technical regulations e.g. through testing and certification.

Figure 4: Agricultural exports: Types of burdensome NTMs applied by partner countries



It is worth noting that companies have significantly more problems complying with conformity assessment measures applied by LAS partner countries than with technical regulations themselves. This stands in contrast to the cases reported for partner countries outside the LAS (whether EU or not), where both technical regulations and conformity assessment seem equally challenging (see right panel of the above figure).

A.4 Food Safety

Globalization of the food supply means that food safety risks are shared across borders. Foodborne disease outbreaks are common in both the developed and developing world, with serious implications for public health and agri-food trade. As such, food safety is a global public good.

Food safety is a complex area of work that can only be assured by close collaboration between the production and the public health sector. It definitely includes food control, as defined in 'food control system' by FAO and WHO as being the 'official institutional set up, at national and sub-national level, responsible for ensuring the quality and safety of the food supply, including the relevant food

⁴ ITC survey

legislation and regulation, food inspection, food analysis, food import and export inspection and certification, and food control management'. Most of the activities captured under the denominator 'food safety' tend to fall within this definition: activities by the public agencies responsible for enforcing relevant regulations and by the private sector producing food and responsible for ensuring that food is safe. However, absolute food safety implies the absence of hazards that impact health, and therefore the actors responsible for its safety are not only the controllers or the producers, but the whole array of actors coming into contact with food from the source of its origin (farm) until the moment of final ingestion (the fork) including transporters, caterers, and the consumers. Throughout the farm to fork continuum, a number of hazards are naturally occurring; others are introduced into the food through contamination. Some of these pathogens may cause acute illnesses, for example microbial pathogens; others may increase the risk of chronic diseases such as cancer, such as certain chemicals or even biological contaminants.

Globally, the incidence of foodborne diseases is increasing and international food trade is disrupted by frequent disputes over food safety and quality requirements. Effective national food control systems are essential to protect the health and safety of domestic consumers. They are also critical in enabling countries to assure the safety and quality of their foods entering international trade and to ensure that imported foods conform to national requirements. The new global environment for food trade places considerable obligations on both importing and exporting countries to strengthen their food control systems and to implement and enforce risk-based food control strategies.

Also consumers are taking unprecedented interest in the way food is produced, processed and marketed, and are increasingly calling for their Governments to accept greater responsibility for food safety and consumer protection.

Considering the globalization of the food supply chain across the globe many national food control systems need to be revised and strengthened if improvements are to be realized and it has never been more important for developing countries to implement and enforce a food control system based on the modern concept of risk assessment. Responsibility for food control in most countries is shared between different agencies or ministries. The roles and responsibilities of these agencies may be quite different and duplication of regulatory activity, fragmented surveillance and a lack of coordination are common. There may also be wide variations in expertise and resources between the different agencies, and the responsibility for protecting public health may conflict with obligations to facilitate trade or develop an industry or sector.

These challenges need to be addressed and it needs to be stressed that the provision of assistance to developing countries aiming at the revision of their food control systems by aligning them with the requirements of the SPS agreement, is an important and required step in their struggles to join the WTO.

A.5 The regional quality infrastructure context

The current worldwide trade context is notably characterized by an increasing interdependence among national economies and the formalization of international trade in accordance with the agreements of the World Trade Organisation (WTO). In parallel, the global market is subject to increasingly strong competition resulting in a growing demand for quality while policies toward the protection of environment and the consumer become more and more stringent.

In fact, increasing supply capacity is essential to, but not sufficient for, gaining entry into world markets or achieving regional harmonisation and integration. Once the critical quantity is achieved the problem of reaching a certain quality requested by international and regional markets arise and the associated challenge of proving conformity with international standards and technical regulations.

Countries that rely on import for satisfying a good part of the needs of their populations in food and consumer products should establish effective systems for controlling the quality and safety of imported products. This implies establishing an effective technical regulatory regime with the necessary conformity assessment capabilities in line with the accepted rules of international trade.

This requires establishing efficient standards, testing, certification and accreditation mechanisms that conform to the requirements of the WTO SPS and TBT agreements and enjoy international recognition. Conformity assessment means evaluating and confirming features such as quality, reliability, safety, economy, efficiency and effectiveness as defined in standards and regulations. To prove compliance with quality standards and adequate quality infrastructure (QI) it is essential to face the challenges of and benefit from a changing global landscape. Standardization, for example, contributes not only to international trade but also to the basic infrastructure promoting sustainability

and good regulatory practice. An adequate QI has the potential to improve the quality of products, processes and services.

It was in this scenario that AIDMO is making efforts to facilitate trade and promote economic integration between Arab countries. Important initiatives have been launched that lay down the basis for a Common Arab Market with a view to further develop the cooperation between AIDMO members and move it from the coordination and cooperation phase into a new phase of integration. Aware of the importance of the harmonization of standards, conformity assessment and metrology infrastructures, AIDMO has prepared the Arab Standardisation Strategy 2009 -2013 adopted by the Arab States in 2008 which addresses all the components of the Quality Infrastructure (Standardisation, Metrology, Certification, Accreditation, Testing and Conformity assessment) with a regional focus.

To fulfil its planned objectives of trade facilitation between member states, AIDMO embarked on an ambitious project of harmonization of standards, conformity assessment, accreditation and metrology infrastructures in the Member States.

It is understood that compliance with standards and technical regulations as well as mutual recognition of conformity assessment procedures are only one set of actions that are needed to enhance trade, but that they do constitute a major element of competitiveness of local enterprises and products. It is also acknowledged that efficient and sustainable support in the area of quality and technology support, standards, conformity assessment, in particular accreditation, are best viable and self-sustaining if carried out in regional coordination and/or undertaken at regional level. Such regional division of labour based on the estimate work load (such as for calibration services) or on the need to have a harmonized regional approach (such as for accreditation and standardization) will allow to pool scarce resources, achieve economies of scale, and more easily obtain international support and recognition. In particular, this approach will help Arab countries to work at the regional level without having to re-create or strengthen their national levels first. Furthermore the project will allow AIDMO member States to have an increased and fruitful participation in international fora, meetings and seminar as well as at the WTO and ISO level.

AIDMO has taken up the challenge of further integration into the regional and international market through the development of internationally recognized standards and conformity assessment infrastructures and services. This approach will contribute in supporting AIDMO's goals in facilitating trade and promoting economic integration between Arab countries. It will also facilitate the development of inter-regional trade as well as the integration of AIDMO countries into global markets, while ultimately local costs would be reduced for proving conformity of products and enterprises with international market requirements.

The information collected by UNIDO shows that Arab States are not very well represented at the international level where many of these States did not manage to achieve international recognition by the related international organisations; where:

- 11 countries are members of WTO
- 3 countries are members of ILAC
- 3 countries are members of IAF
- 5 countries are members of OIML

Table 2 International Memberships of Arab States at WTO, ILAC, IAF & OIML

Country	WTO status	ILAC status	IAF status	OIML status	Country	WTO status	ILAC status	IAF status	OIML status
 Jordan	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Oman	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER
 United Arab Emirates	Member	Full member	Member	NOT MEMBER	 Palestine	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Bahrain	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Qatar	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER

 Algeria	NOT MEMBER	NOT MEMBER	NOT MEMBER	Full member	 Kuwait	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Tunisia	Member	Full member	Member	Full member	 Lebanon	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Djibouti	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Libya	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Saudi Arabia	Member	NOT MEMBER	NOT MEMBER	Full member	 Egypt	Member	Full member	Member	Full member
 Sudan	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Morocco	Member	NOT MEMBER	NOT MEMBER	Full member
 Syria	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Mauritania	Member	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Somalia	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER	 Yemen	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER
 Iraq	NOT MEMBER	NOT MEMBER	NOT MEMBER	NOT MEMBER	11 WTO members 3 ILAC members 3 IAF members 5 OILM members				

A.6 The regional food safety context

In an emerging era of duty-free trade, effectively getting to grips with food safety and food standards issues will be vital to the promotion of both inter- and intra-regional trade. This is not simply a technical issue of standards, but also has important economic dimensions. By moving towards common regional standards, economies of scale can be gained in making the necessary investment in standards compliance. Regional markets can then become a platform for the penetration of international markets.

Many countries in the Region are facing a challenge to respond in the most appropriate way to the demands of their citizens for safe and healthy food on the one hand, and to WTO requirements for the elimination of technical barriers to trade, on the other hand. In general, most countries in the Region have limited capacity to plan and implement policies that affect food safety and trade, to implement relevant international agreements, and to take advantage of trade opportunities. Several countries face difficulties in meeting international safety and quality standards because of their weak capacity in scientific research, testing, conformity and equivalence. As a result, a major challenge in the Region is to raise the food safety standards of exports to reach internationally recognized levels, as well as the often higher standards set by developed countries.

Given the strong reliance of the Region on food imports, ensuring the safety and quality of imported food is a recognized concern throughout the Region. In this context, many countries regard the dumping of food that is low in quality, adulterated or close to shelf-life expiry on their markets as a serious concern. Unsafe food imports have acquired greater significance following recent food safety problems in Europe and elsewhere (such as BSE and dioxin in meat and poultry) with many countries acknowledging their limited capacity to take appropriate actions to protect their consumers in this regard.

In some cases, countries in the Region have imposed restrictions on imported products, which have been questioned by other countries because of lack of scientific justification. These trade concerns have included the requirement for maximum moisture content of 5 percent for frozen poultry (Considered too low by some WTO members), prohibition of beef imports with a fat content greater than 7 percent, expiry date for certain products, etc. Sometimes, countries in the Region applied zero tolerance to certain imported foods, which need now to be replaced by sanitary measures based on risk assessment. In addition, information on sanitary and phytosanitary measures is generally insufficient and often not available.

Although several countries of the Region have been taking steps to develop new and improved food safety systems, the capacity and efficiency of many countries need to be improved to control the

safety of locally produced and imported food for public health, and to ensure and demonstrate compliance with food safety standards in export markets. This is particularly important as the Region's exports are dominated by fruits, vegetables, olive oil and fish, for which food safety requirements are very strict and continuously changing, compared with other products, and because the bulk of these products are exported to the EU, where food standards are higher than in other markets to which the Region's products are shipped.

At regional level, currently there is no regional platform on harmonising food safety standards or technical regulations, however, AOAD (The Arab Organisation for Agricultural Development) have signed a Memorandum of Understanding with AIDMO (Arab Industrial Development Organisation) in 2009 with the aim of cooperating in the areas of the food safety standards.

AIDMO, AOAD and their member countries have much to gain from greater economic integration and harmonization of standards. Key potential benefits of standards harmonization and alignment with international standards include:

- A reduction in overall regulatory complexity and associated compliance costs;
- Creation of a level playing field for all economic actors; and
- The facilitation of intra-regional and external trade.

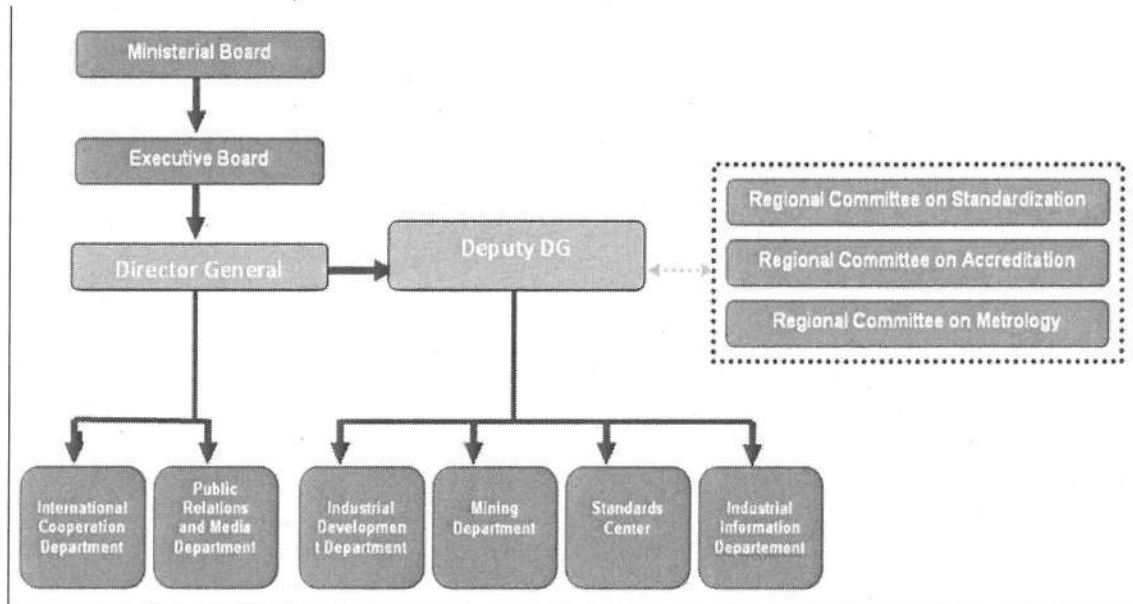
For these benefits to be achieved significant challenges will need to be addressed and overcome. In particular, it will require AIDMO/AOAD members to:

- **Enhance cooperation and transparency** within and across national government departments, between AIDMO and AOAD committees and bodies, and between AIDMO/AOAD members;
- **Endorse science-based international standards** as the basis for regional measures and minimize specific national provisions in otherwise 'common' Arab or global standards (i.e. limit provisions to those that are genuinely required and scientifically justified on public health grounds in line with WTO obligations);
- **Enhance technical expertise and the related infrastructure for conformity assessment**, based on best practice within the region and taking full advantage of capacity building initiatives and support offered by public and private sector bodies;
- **Demonstrate political commitment** at the highest levels to regulatory reform and harmonization based on Good Regulatory Practice and appropriate regulatory impact assessment;
- **Recognize and embrace the contribution of private sector** stakeholders to the development and achievement of regulatory convergence; and
- **Enhance Consumer Protection** in terms of capacities and empowering the national and regional institutional capacities in this regard.

A.7 Arab Standardization Strategy

AIDMO was established by the Arab States as an independent specialised agency under the Arab League to act as the regional responsible organisation for industrial development in the Arab region, the following diagram outlines the structure of AIDMO.

Figure 5: AIDMO Organizational structure

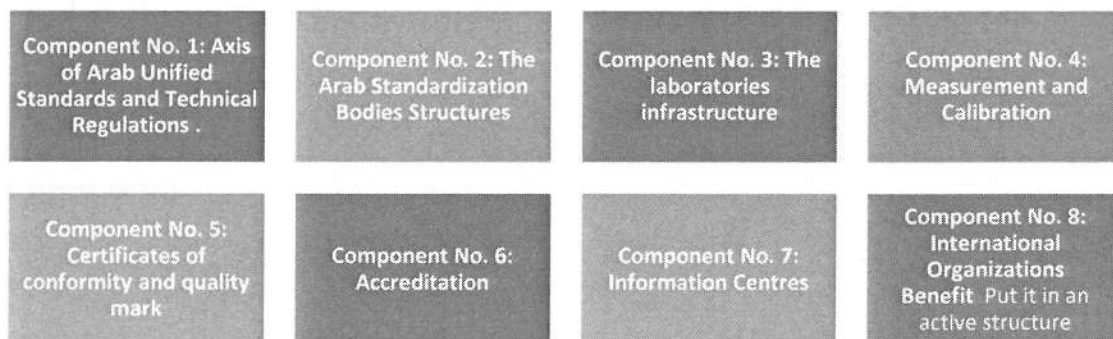


1. Achieve an effective regional industrial integration and coordination.
2. Contribute to the development of the Arab economy and strengthen the capacities in the fields of Industry, energy, mining and standards to enhance the productivity, quality and competitiveness.
3. Plan and prepare industrial projects at national and regional levels and to promote investments in industry and mining in the Arab region.
4. Set unified Arab standards to facilitate the trade within the Arab region.
5. Encourage the technology and technical coordination between the Arab countries and the other developing and developed countries.

Responding to achieve the fourth objective, AIDMO and through its committees and councils, has prepared the Arab Standardisation Strategy 2009 -2013 which has been adopted by the Arab States in 2008, the strategy covers the following components (as written in the strategy document):

As two specialised agency of the League of Arab States, AIDMO cooperates closely with the Arab Organisation for Agricultural Development (AOAD) on food related standards under the Memorandum of Understanding (MOU) they have concluded.

Figure 6 Building blocks of the Arab Regional Standardization Strategy



The 2009-2013 regional strategy is currently under review in order to issue the 2014-2018, this process is managed by AIDMO where the new version of the strategy is expected to be launched beginning of 2014.

A.8 Ongoing UNIDO-AIDMO Cooperation

In 2010 and in response to a request from AIDMO and with the financial support from the Swedish International Development Cooperation (SIDA), UNIDO developed a technical support programme to support AIDMO in the implementation of the Regional Standardisation Strategy targeting the regional cooperation in Accreditation as the main focus. The project aims at achieving regional integration, harmonization and effective coordination in the quality infrastructure ensuring compliance with international trade rules and regulations.

The project was extended for an additional year in December 2012 following the successful and satisfactory evaluation of the 2 years, additional funding was provided by SIDA to continue the support throughout 2013.

After 2 years of implementation, the project was successful in achieving outstanding results as per the outcomes and outputs defined in the project document; the following table describes the key results achieved as of 30th August 2013 while more details are available in the project progress report.

Table 3 Summary progress on the ongoing AIDMO –UNIDO project

PROGRESS / RESULTS ACHIEVED

1.1.1 The Regional Standardization Strategy

The current 2009-2013 regional strategy was reviewed and assessed against international best practices and was benchmarked with other regional and global strategies, an assessment report was produced and presented to the AIDMO High Consultative Committee for review which resulted in the creation of regional working group with the mandate of updating the strategy and producing the 2014-2018 version, the working group is supported by the project and made of representatives from 6 AIDMO member states.

The working group had 3 meetings and managed an intensive consultation process and expected to produce the final draft in December 2013 in order to be circulated for validation by all AIDMO members before the official launch of the 2014-2018 strategy.

1.1.2 Technical Support Programmes

One regional program document on regional conformity assessment was developed by a special working group established under AIDMO with representatives from AIDMO member states. The working group had 2 regional meetings (November 2011 and April 2012) and managed to develop the final version of the document.

The Regional programme document and action plan were presented by UNIDO and AIDMO and discussed during the 3rd working group meeting on conformity assessment (November 2012) and were approved by the High Standardization Committee (November 2012).

1.1.3 Country programmes

4 country programmes were developed for Sudan, Mauritania, Yemen & Libya, the documents focus on building the national quality infrastructure of these countries and designed as bankable projects to help countries mobilize the necessary funding for its implementation. The design of the projects was supported by AIDMO and UNIDO under which regional experts had field assessments for the 4 countries followed by national validation at each country.

Support was provided to Libya by organizing a study tour to the Libyan delegation to Sweden to discuss option for funding.

1.1.4 Good Governance: Regional Workshops for the Establishment of the Arab Code of Good Practices in NQI

1. Launch of the Regional Workshop for the Establishment of the Arab Code of Good Practices in NQI on June 9th 2013 in Cairo, Egypt with Opening Statements by AIDMO's Director General and representatives from CEN/CENELEC, UNIDO Egypt and ARAC Chair.
2. The First two-day workshop in Cairo (June 9-10th) was given by three international experts (Egypt, Switzerland and France). It brought together 39 professionals from Libya, Lebanon, Palestine, Sudan, Djibouti and Egypt active in the following sectors: national accreditation bodies, national standardization bodies, metrology institutes, quality infrastructure institutions as well as research bodies. Participants from the private sector also benefited from the workshop.

The workshop will be replicated in September 2013 in Rabat and Dubai for NQI professionals from Morocco, Mauritania, Tunisia, Algeria, UAE, Qatar, Yemen, Bahrain, Saudi Arabia, Oman, Kuwait, and Iraq.

Regional mapping methodology and team

A regional mapping team was formed of 5 regional accreditation experts nominated by AIDMO members, the team was supported by a senior UNIDO expert from the region and managed to design the mapping methodology and tools needed for the assessment of the 8 countries against their capacity in accreditation. The team had 3 regional meetings and conducted in-country assessment for 8 countries using the developed methodology and tools.

Mapping reports and technical support programme

Following the in-country mapping and assessments for the 8 countries, the team produced the detailed assessment reports and the accreditation roadmaps for the 8 countries followed by a regional validation workshop under which the reports and roadmaps were presented and validated by the 8 countries. The in-country assessments were implemented over 2 weeks including a national awareness seminar organized in 6 countries targeting more than 600 delegates.

The Arab Accreditation Body (ARAC) is now **established** with 14 member countries, **operational** with a full quality management system and 4 committees, and **internationally recognized** enjoying 4 partnerships with regional and international accreditation bodies.

- ARAC is officially incorporated as the regional accreditation cooperation body for the region with agreed bylaws endorsed by AIDMO members and AIDMO Executive Council.
- ARAC quality Management system developed including all procedures, guide lines and forms following ILAC/IAF requirements.
- ARAC has 14 members from the region fully active and engaged in the establishment and operation of ARAC.
- ARAC General Assembly is formed and had its first meeting in April 2011 and its second meeting in March 2013.
- ARAC has an established and fully operational Secretariat hosted by AIDMO HQs with a team of 4 of which 2 are nominated by AIDMO at no cost to the project.
- ARAC General Assembly has elected the first Chair in 2010 and the second Chair in 2013.
- ARAC has 4 committees established and operational with representatives from its members and with more than 20 experts taking part of the different committees and with more than 11 different meetings organized for the committees during the last 2 years.
- ARAC is internationally recognized by ILAC and received its membership with ILAC as a regional cooperation body on accreditation. Applied for IAF membership and expect to receive a decision by October 2013.
- ARAC has 13 peer evaluators (auditors) trained and three qualified peer-evaluators for conducting peer evaluations of its members.
- ARAC has partnership agreements and Memorandum of Understandings (MoUs) with a number of organizations such as the IAAC, APLAC, EA, AFRAC, TURKAK, NCA.
- ARAC organized its first international conference on accreditation in the region and managed to attract the participation of its all members, ILAC, IAF and all regional accreditation bodies plus a number of international accreditation bodies and institutions.

- ARAC is actively taking part of the international related meetings and conferences on accreditation and is now present in the global accreditation arena similar to other regional bodies.
- ARAC has its own promotional and visibility materials such as the website, newsletter and brochure.

AIDMO organized a number of technical interventions within the region to support the regional cooperation on accreditation and to promote the newly established regional accreditation body:

1. A regional training programme for potential ARAC peer evaluators was organized by ARAC in Algeria 24-28 September 2012 in partnership with ALGERAC. 13 trainees were trained and qualified over 2 weeks of training and practical peer evaluation.
2. A regional training workshop & coaching for assessors of the accreditation bodies members of ARAC took place in Tunisia 17-25 June 2013. This event was organised by ARAC in partnership with TUNAC & TURKAK. 16 trainee assessors were trained and qualified on ISO IEC:17021 and conducted practical assessments.
3. 8 in-country awareness seminars on accreditation organized under the regional mapping exercise with more than 600 delegates participated in the 8 countries (Saudi Arabia, Libya, Sudan, Palestine, Oman, Mauritania, Algeria and Yemen)
4. A Regional workshop on Regional mapping of National Accreditation Capacities took place on 18 June 2012 in Amman, Jordan and was attended by about 40 participants in the presence of ARAC Chairman, ARAC Secretary and AIDMO representative, IAAC Secretary and UNIDO Programme Manager, General Manager of Accreditation body of the host country and with the active participation of representatives of 12 ARAC members.
5. A pre-peer evaluation of Algeria's ALGERAC was provided, in response to ALGERAC request and as follow up on mapping team recommendations and EXCOM decision, to provide ALGERAC with input on their progress and establish their readiness for a Peer Evaluation by the European Accreditation Cooperation (EA).
6. Joint technical seminar organized by AIDMO and the Islamic Development Bank (IDB) on the quality infrastructure with the participation of a number of ARAC members.
7. ARAC international conference organized in March 2013 with the participation of 90 delegates from the region and globally.
8. 2 ARAC general assembly meetings with the participation of all ARAC members.
9. 11 Committee meetings organized for the different ARAC committees with the participation of ARAC members.
10. 5 committee meetings for the working groups responsible for the revision of the regional strategy and the formulation of the regional conformity assessment programme.

Country technical support programme for 4 countries initiated for Yemen, Libya, Sudan and Mauritania which included 3 field visits of regional experts and home-based technical support and coaching to the 4 countries.

A twinning programme was developed for Tunisia and Palestine under which TUNAC will provide technical support and training for PSI including 1 joint assessment for a laboratory in Palestine to receive TUNAC accreditation.

B. REASONS FOR UNIDO ASSISTANCE

Date proposal received by UNIDO: Letter received from the Director General of AIDMO (Arab Industrial Development and Mining Organisation) addressed to the UNIDO Director General on the 21st September 2012 requesting UNIDO support in the formulation of a regional food safety programme.

Following the request letter received from AIDMO on the 21st September 2012, UNIDO organized a meeting between AIDMO management and the representative of SIDA (Swedish International Development Agency) to further discuss AIDMO request. The meeting took place on the 8th October in Cairo where The Swedish Embassy in Egypt confirmed the possibility to provide funding for a regional food safety program to be designed and implemented by UNIDO since food safety is part of the Swedish Strategy for development in the MENA Region.

UNIDO is successfully implementing the ongoing regional project with AIDMO on accreditation under which an effective model of cooperation was established with AIDMO and found to be successful in building ownership and drive regional cooperation within AIDMO members. The lesson learned from the ongoing project will be reviewed carefully for the improving the cooperation model and to ensure a successful implementation of the Food Safety project.

UNIDO is fully committed to and operates according to the principles of Paris Declaration on aid effectiveness in implementing technical cooperation programmes.

C. THE PROJECT

C.1. Objective of the project

The broader objective of this proposed intervention is to support the regional efforts, coordinated by AIDMO and AOAD, aiming at achieving regional integration, harmonization and effective coordination in food safety ensuring compliance with international trade rules and regulations (TBT and SPS agreements)

The development goal is to facilitate regional trade in food and regional integration through strengthening the regional coordination and harmonisation mechanisms on conformity assessment and food safety systems following international best practices (TBT & SPS).

C.2. The Project Implementation approach

The UNIDO approach will follow the following main principles:

- The Arab Strategy 2009-2013 will form the main framework reference for the intervention, however, in-depth assessments (Technical feasibility) will take place prior to implementing the interventions to ensure that any intervention will be technically sound, feasible and comply with the international best practices.
- Focus will be given on the capacity building part for AIDMO and AOAD, considerations will be given to ensure that AIDMO and AOAD receive the needed capacity building to coordinate and implement the different interventions at regional level
- Through its strategic partnership, UNIDO will coordinate closely with the different international organisations involved in the quality infrastructure and Food Safety globally such as FAO (Food and Agriculture Organisation), STDF (Standards and Trade Development Facility), ISO (International Standardisation Organisation, and GFSI (Global Food Safety Initiative) and the Swedish International Development Agency (SIDA)..
- UNIDO will take into consideration the ongoing UNIDO activities in the Arab countries as well as other interventions by other donors/organisations to ensure close coordination and synergy and avoid duplication and conflict. Considerations will be given also to the ongoing SIDA activities (mainly the training programmes) in the different countries to ensure synergies and coordination.

- UNIDO will support the transfer its knowledge and experience gained from similar interventions and adopt the good practices and the success stories involved.
- UNIDO will support utilizing the existing capacities in the region through using the services of some of the existing institutions, consulting firms, technical centres and Universities in the region, it will also seek partnerships with international organisation such as FAO on specific practical; interventions
- Involving, as much as possible, the private sector in the different countries in order to share their needs, proposals and recommendations.

Due to the fact that Arab countries have different levels of capacities ranging from extremely low level of quality infrastructure and food safety to moderate and slightly developed ones, the Project will consider possibilities for sharing the region experience and knowledge within the countries as well as the possible joint cooperation in certain areas to minimise the costs and improve the efficiency and coordination between countries.

Finally, UNIDO will support AIDMO and AOAD to study carefully the different options for regional coordination and integration and will ensure the full consensus between countries for the best possible solution; this will be achieved through using the existing consultation mechanisms available at AIDMO such as the consulting committees on accreditation and standardisation. The approach followed in establishing the Regional Accreditation Body (ARAC) will be carefully reviewed in order to be followed in establishing a regional cooperation platform on food safety.

AIDMO's role will be crucial in ensuring the smooth implementation of the project; they are the central coordinating body between all countries and need to be aware of the Project methodology from the very beginning.

C.3 Project management and coordination arrangements

Strategic Level: a project steering committee will be formed in consultation with AIDMO with the responsibility of overseeing the project planning, implementation and progress and provide strategic directions for the project. The steering committee will be also responsible for reviewing and approving the yearling progress reports, work plans, budgets, risk management reports, gender mainstreaming and anti-corruption progress and sustainability matters

The Steering Committee will be formed by AIDMO and will include members of the relevant regional organisations, relevant private sector and consumer protection institutions and a representative from the League of the Arab States. UNIDO and the Donor will be represented at the Steering Committee while other partners will be invited to participate where relevant and their respective role. The Committee will meet at least once a year where UNIDO will act as the Secretary to the committee.

Project Management Level (UNIDO Headquarters): The project will be managed by the Trade Capacity Building Branch (TCB) of UNIDO, in accordance with the Guidelines for the Technical Cooperation Programme and Project Cycle. (DG AI.17 Rev. 1 – 24 Aug 2006), the overall management responsibility of the project will remain the responsibility of UNIDO through the assigned project manager; he/she will work closely with the AIDMO for the best planning and implementation of the project. The UNIDO project manager will be assisted by a project technical assistant (L2 level) and an administrative assistant (G5 level) to be appointed for the project and based at the UNIDO HQs.

Operational level (AIDMO HQs - Rabat): the existing project coordination unit will be expanded in terms of human resources to support the day-to-day implementation and coordination of the project; the unit will be directly managed and supervised by the UNIDO assigned project manager from the headquarters and will work closely with AIDMO management and team.

The unit will consist of the following team members:

- Chief Technical Advisor: he/she will act as the leader for the PCU
- Programme coordinator
- Administrative and financial assistant
- Monitory and evaluation officer

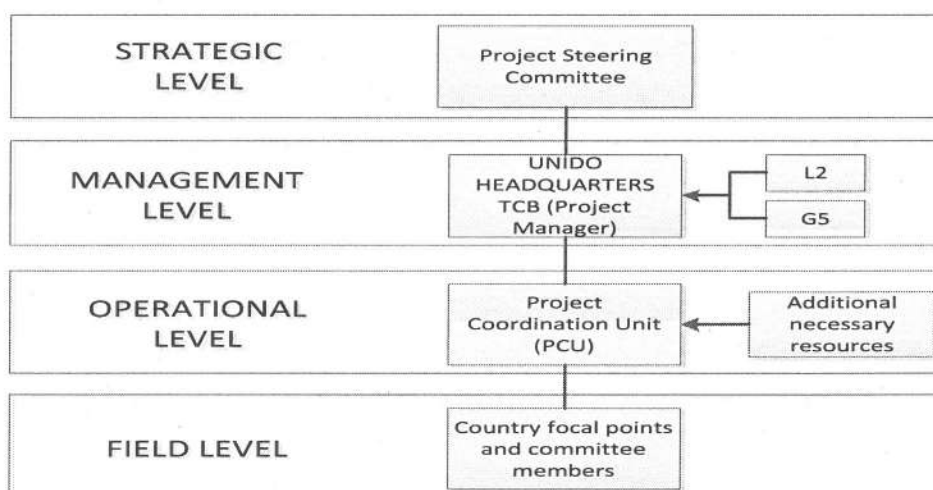
The core team of the PCU will be directly involved in the day-to-day operations of the project and will have regular missions to Vienna following the detailed project implementation plan.

Field level: AIDMO and AOAD will identify country focal points and committee members from the different countries to work closely with the project at national and regional level.

Operating procedures, reporting procedures and daily work instructions will be in place to enable the different levels to operate in a professional, transparent and efficient manner.

The following diagram summarise the project management and supervision hierarchy:

Figure 7 Project Management and Supervision Hierarchy



To ensure cost effectiveness and efficiency, UNIDO will set up the team taking into consideration other ongoing / pipeline projects implemented with AIDMO with funding from SIDA and the Swedish Embassy in Cairo. Some of the team members will be shared between different projects and a detailed organisational structure will be discussed with AIDMO and SIDA at the level of the steering committee and during the inception phase

C.4 Government coordinating agencies' roles and responsibilities

In the case of this project, the government coordinating agencies will be the national standards bodies relevant Miniserries and the different food safety related institutions in the different Arab countries in addition to the 2 specialised regional organisations (AIDMO and AOAD), all parties are expected to provide the needed support through, but not limited to, the following areas:

- Appointing a focal point to coordinate the activities of different stakeholders under the existing coordination mechanisms between AIDMO / AOAD and the member countries.
- Effective participation in the different meetings and mainly the different committees and meetings organised under the project.
- Expediting the process of any legislation or executive order, which may be required for the smooth execution of the project.
- Resolving the counterpart's institutional problems or obstacles related to the project execution.
- Facilitate and support the project activities organised or executed in the different countries.

UNIDO will respect the existing coordination mechanisms in place between AIDMO, AOAD and its members and will work to enhance and improve such mechanism in issues related to the UNIDO project implementation.

C.5 Counterpart roles and responsibilities

AIDMO has been established by the Arab countries in the 1978 through a decision made by all the Arab Ministers of Industry, in the 1988 the Ministers decided to integrate the Arab Standards Centre within AIDMO as one of its main mandates, since 1992 the headquarter of AIDMO is located at Rabat-Morocco. AIDMO enjoys the membership of 21 Arab countries.

AIDMO will act as the main counterpart for UNIDO in this project, and will be in charge of the following roles and responsibilities through the Project Coordination Unit (PCU):

- Provide all the information about the institutions and the related activities, which are relevant to the execution of the project.
- Provide administrative support to the project officials and consultants, such as office space, secretarial support, and facilitation of the travel and accommodation of UNIDO consultants.
- Nominate and select the most appropriate personnel, with a gender balance, for training and study visits (internal & external).
- Organize the meetings and training programs provided in the project.
- Provide appropriate buildings and infrastructure for establishing/upgrading the facilities under the project.
- Involve other stakeholders such as chambers of commerce, technical institutions and consumer organizations in the activities of the project.
- Market the services of new facilities being created under the project so that industry uses these services, which will generate income for the institution and ensure its sustainability.

AIDMO with the support of UNIDO will play a key role in the fund raising activities for the programme to be designed under the project and they will network within the region with donors e.g Islamic Development Bank, Kuwait Develop fund and other donor countries in the region.

C.6 Potential partners involved and cooperation with other agencies

Following a thorough consultation with the donor (SIDA) and the counterparts (AIDMO), UNIDO identified some strategic partners to be potentially involved in the project implementation for specific outputs/activities in the project, it is expected and planned that UNIDO will work directly with those partners during the project lifecycle.

The following table summarise the potential strategic partners identified with the specific scope of work:

Table 4 Potential Strategic Partners

Strategic partner	Scope if work
Food and Agriculture Organisation (FAO)	Cooperation under specific activities planned under outputs 1.1, 1.3 and 2.1
Food Safety Authority of Morocco (ONSSA)	Cooperation under specific activities planned under outputs 1.1, 1.2 and 2.1
Jordan Food and Drug Administration (JFDA)	Cooperation under specific activities planned under outputs 2.1
Saudi Food and Drug Administration (KSFDA)	Cooperation under specific activities planned under outputs 1.2
European Food Safety Authority (EFSA)	Cooperation under specific activities planned under outputs 1.1 and 1.2
European Food safety authorities (Sweden, Irelands and UK,.etc)	General cooperation on specific technical matters

UNIDO identified the above-mentioned partners based on the following:

1. FAO is the UN specialised agency with the mandate of providing support to developing countries in the area SPS and in the process of producing the revised version of the Food Safety capacity assessment tool which can be one of the tools to be used in the project.
2. ONSSA, JFDA and KSFDA are the first countries to introduce the process of reforming their national food safety system and went for the single agency approach, their involvement is crucial due to the language issue as well as the possibility to transferring their knowledge and experience within the region and their ability to contribute to the regional cooperation approach to food safety.

3. EFSA and the individual European food safety agencies could be extremely useful in providing specific technical support for the development of the regional protocols and guidelines on specific technical domains such as risk assessment.

The detailed scope of work, action plan and budgets for the different strategic partners will be developed during the inception phase of the project and after the endorsement of the steering committee. Contractual arrangements will follow the relevant standard UNIDO rules and regulations.

C.7 RBM code and thematic area code²

TCB – Trade Capacity Building, DD13 (Quality and compliance infrastructure)

C.8 Expected Outcomes

The project is designed to ensure the achievement of the following two main outcomes:

- **Outcome 1:** AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food safety program within the framework of the Regional Strategy.
- **Outcome 2:** AIDMO member countries improve their national food safety systems following regionally harmonized policies and protocols

C.9 Outputs and activities

OUTCOME 1:

AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food safety system within the framework of the Regional Standardization Strategy

Output 1.1:

A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols

Activities	
1.1.1	Establish the governance system for the regional coordination platform including the set up of a regional high-level food safety committee, international advisory group, working groups and secretariat. Ensure a participatory approach involving all relevant national and regional organisation, the private sector, consumer groups and NGOs.
1.1.2	Support the regional high level food safety committee in developing its work strategy and work plans based on the key priorities identified by the committee; assist the committee to conduct the needed assessments / research required for its work.
1.1.3	Provide technical support and training to the members of the committee and the members of the working groups on the key areas of modern food safety control systems and support their effective participation in regional and international food safety related events.
1.1.4	Provide technical and coordination support to the meetings of the different committees to ensure effective and efficient regional coordination under the umbrella of the League of Arab States.
1.1.5	Support in establishing the necessary linkages between the regional committee and the regional and international organizations in areas related to food safety and food safety standards.
1.1.6	Support AIDMO and AOAD in establishing a sustainability model for the regional cooperation on food safety and support their efforts for gaining the political support needed for maintaining effective regional cooperation,

- | | |
|--------|--|
| 1.1.7 | Organise the annual Arab Food Safety Conference as the platform for regional cooperation, knowledge exchange and networking on food safety. |
| 1.1.8 | Conduct up to 3 trade assessments on selected food products to identify the challenges facing the inter-regional trade for these products from a food safety / conformity assessment perspective, produce policy papers for the attention of the League of the Arab States and the Economic and Social Summit. |
| 1.1.9 | Streamline and promote gender and anticorruption policies and procedures within the work of the regional committees and working groups. |
| 1.1.10 | Provide support to AIMDO and AOAD to effectively manager and coordinate the regional work and establish working and coordination procedures. |

Output 1.2:

A number of regional conformity assessment and food safety standards, protocols, schemes, training programs and guidelines prepared and endorsed at regional level.

- | Activities | |
|-------------------|--|
| 1.2.1 | Provide the technical support needed for the design of the regional protocols and guidelines identified and agreed by the regional committee and working groups. |
| 1.2.2 | Review the existing food standards setting process at AIDMO, AOAD and other regional mechanisms and support the development of a well-coordinated regional approach to food standards setting. |
| 1.2.3 | Support the information dissemination and awareness building at regional and national levels on the regional food safety protocols and guidelines. |
| 1.2.4 | Design and organize a regional food safety training programme in cooperation with the regional organizations, member countries and universities in the region. |
| 1.2.5 | Conduct specialized awareness campaigns at country and regional levels (policy makers, parliaments, professionals, institutions and consumers |

Output 1.3:

Effective and well-coordinated approach for the participation of the Arab States in the Codex food standards setting process is established.

- | Activities | |
|-------------------|---|
| 1.3.1 | Assess the current level of participation of the Arab countries in the Codex process in terms of coverage, effectiveness and efficiency; identify the high priority areas for the region on standards setting. |
| 1.3.2 | Establish, within the regional cooperation platform, an effective and well-coordinated process for the effective participation of the Arab Countries in the Codex process, this will include pre-Codex and post-Codex coordination at regional level. |
| 1.3.3 | Support the implementation of the process established under 1.3.2 and report on the effectiveness and results of the process. |
| 1.3.4 | Support the preparation and endorsement of up to 3 regional standards identified as a priority within the region |
| 1.3.5 | Support the region in sustaining and maintaining a well-coordinated regional approach to Codex standards setting. |

OUTCOME 2:

AIDMO member countries improve their national food safety systems following regionally harmonized policies and protocols and according to international best practices and agreements (SPS)

Output 2.1:

4 AIDMO-AOAD member countries assisted in the implementation of the regional harmonized standards and protocols (Libya, Palestine, Egypt and Yemen))

Activities	
2.1.1	Conduct country assessments for the 4 countries in cooperation with FAO using their new capacity assessment tool and report the outcomes at national and regional level.
2.1.2	Support the 4 countries in developing their own food safety national strategy and strategic action plan following the outcomes of the assessments and support the countries in developing bankable projects for the implementation of their food safety strategy.
2.1.3	Support up to 5 key interventions / per country identified as a result of the assessment and following the regionally accepted and agreed harmonized standards / protocols / guidelines.
2.1.4	Design a monitoring and benchmarking tool for the assessment and reporting of the progress made by the target countries.
2.1.5	Disseminate the results of the country interventions as an example within the region for implementing regionally agreed solutions.
2.1.6	Implement in-country awareness and training activities to support the implementation of the key interventions and support the country officials to lobby for their national food safety system and strategy

C.10 Timeline of the activities

Activity	2014				2015				2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OUTCOME 1: AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food control system within the framework of the Regional Standardization Strategy																				
Output 1.1: A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols																				
1.1.1 Establish the governance system for the regional coordination platform including the set up of a regional high-level food safety committee, international advisory group, working groups and secretariat. Ensure a participatory approach involving all relevant national and regional organisation, the private sector, consumer groups and NGOs.																				
1.1.2 Support the regional high level food safety committee in developing its work strategy and work plans based on the key priorities identified by the committee; assist the committee to conduct the needed assessments / research required for its work.																				
1.1.3 Provide technical support and training to the members of the committee and the members of the working groups on the key areas of modern food safety control systems and support their effective participation in regional and international food safety related events.																				
1.1.4 Provide technical and coordination support to the meetings of the different committees to ensure effective and efficient regional coordination under the umbrella of the League of Arab States.																				
1.1.5 Support in establishing the necessary linkages between the regional committee and the regional and international organizations in areas related to food safety and food safety standards.																				
1.1.6 Support AIMDO and AOAD in establishing a sustainability model for the regional cooperation on food safety and support their efforts for gaining the political support needed for maintaining effective regional cooperation,																				

[illegible]

A. PROGRAMME MANAGEMENT, MONITORING, COORDINATION AND EVALUATION

[illegible]

Important Note: this is a very tentative plan; a detailed action plan will be prepared during the inception period of the project and will be updated regularly based on the results of the different assessments and situation analysis implemented at the beginning of the project.

C.11 Risks

Potential risks and countermeasures are described in the table below. A Risk management table will be regularly updated by reviewing the external and internal environment that may affect project implementation. The risk management plan is an integral part of UNIDO's Enterprise Resource Planning Software (SAP).

During the inception phase, the risk management plan will be prepared to explain the reporting format, frequency and responsibility and a 6-monthly risk management report will be presented at the project Steering Committee for review.

UNIDO will use the same methodology adopted for other SIDA-funded projects (the case of Iraq programme) which found to be useful and practical in assessing and reporting the risks.

Table 5 Risks and Countermeasures

Description	Type	Consequences (C) & Likelihood (L) (1-4)	Countermeasures / management response
Political instability / conflict	Organizational Strategic	C=4 (relevant country) L= 0 (Qatar) -4 (Yemen)	- Continuous monitoring of the political situation (e.g. Arab unrest index of EIU) - Limit of in-country activities in case of security threats. - Mobilise local expertise to maintain the project activities
The availability of further funding to support the implementation of the results to be achieved under the project.	Financial	C=3 L=2 No follow up on identified needs	- Early involvement of key partners - Resource mobilization from within and outside the region - Preparation of projects that are substantive and technically sound - Good communication / consensus building
Insufficient political commitment from beneficiary countries	Political	C= 3 L= 2 Recommendations identified are not implemented by responsible government institutions	- Early involvement of key beneficiary countries) - Consensus building activities - Bottom up / participatory approach
Detrimental business climate	Organizational Strategic	C=3 L=2	- The project seeks to address specific barriers to trade - All initiatives will be coordinated with other projects that are addressing private sector policies
Technical capacity of non-WTO member countries	Technical and operational	C=3 L=2	- Provide intensive coaching and support to non-WTO member-countries - Encourage twinning within the region.
Availability of competent national consultants	Operational	C= 2 L= 2 Additional expenditures due to the need to hire international consultants.	- Utilization of the networks and knowledge assets of the regional / national institutions - Provision of capacity building / training
Duplication with other initiatives	Operational Strategic	C= 1 L= 1	Care will be taken to provide support and cooperation with domestic and international initiatives

*Note on the estimation of risks:

Consequences: 1 (minor); 2 (moderate); 3 (major); 4 (severe)

Likelihood: 1 (unlikely); 2 (possible); 3 (likely); 4 (almost certain)

Colors are assigned to specific risks on the basis of the matrix below

Figure 8 Consequences Vs. Likelihood

Consequences	Severe				
	Major				
	Moderate				
	Minor				
		Unlikely	Possible	Likely	Almost Certain
		Likelihood			

C.12 Communication Plan

The project Communication Plan explained refers to the specific behaviour and techniques used to motivate, lead, delegate, and report back to all stakeholders of the project.

The objectives of the Communication Plan are three-fold:

1. To increase awareness, interest and understanding of stakeholders at regional and national level.
2. To provide direction to all involved project implementation, management, monitoring and evaluation.
3. To raise the visibility of the project and its achievements in the region and ensure transparency on the project activities and results.

To ensure that objectives of the Communication Plan are met, two clear communication channels will be established throughout the project.

Internal communication channel will focus on communication with the main beneficiaries and key stakeholders to allow for cooperation and reporting on the progress of the Project. This provides direction to the project team, international and local experts, and project staff. The key to successful communication is to keep the information flowing in the right direction.

External channel targets other beneficiaries, target groups and stakeholders that might not be directly involved in the project implementation but will benefit from its outcomes and activities.

The Communication Plan will be developed and prepared by the project team and will contribute to raising the visibility and transparency of the project results within the wider framework and pave the way to a sustainable impact of the project activities.

Table 6 Project Visibility

Project Visibility		      
Project Logo	An attractive and easy to remember logo that will reflect the project scope to the target groups and will represent the common identity in the activities of the Project.	
Project Briefing Notes	To be utilized during News releases and press meetings.	
Project Website	To inform the target groups and the stakeholder organizations of the project about the activities, events, objectives and achieved results.	
Project Launching Ceremony	Invite all the relevant stakeholders of the project to announce its start, objectives, foreseen activities, methodology, expected results and the modes of cooperation foreseen.	
Project Closing Ceremony	A closing ceremony to present achievements, evaluate performance, and share lessons learned.	
Events		
Event Logo	For each major event an event logo or theme reflecting the concept and objectives of the event will be designed.	
Press Conference	A press conference is the first opportunity to announce events to the media and public and will be a method to announce large, important events with broad news appeal.	
News Release	News releases will be distributed to all local media outlets and will be a summary of the: who, what, when, why, and how of an event.	

D. INPUTS

D.1 Counterpart inputs

The contribution of the counterpart institutions (AIDMO, AOAD the National Standards Bodies and the national accreditation bodies) will be in kind, covering the following specific items:

- Ensure that sufficient staff of an appropriate professional level and seniority within their organizations is made available for project activities and consultation where appropriate; ensure continuity of personnel during the project. Any change in the staff assigned to the project should be prompt notified to UNIDO.
- The respective counterpart agencies involved in the project will nominate participants to meeting, workshops and other events held inside the country as part of the normal functioning of its organisation.
- Local government officials or counterpart organization should provide local administrative support for organizing meetings and training programmes.

The inputs provided by the counterparts (at regional or country level) will be monitored, collected, quantified and reported as part of the project progress report, this practice was followed in the current project phase and found useful to provide the Counterparts and the Donor with sufficient data on the contributions made.

D.2 UNIDO inputs

UNIDO will provide inputs not only in terms of the project budget that will be made available for implementing this project, but also in terms of UNIDO experience, know-how, and expertise, facilities and staff time, in general terms,

E. BUDGET

E.1 Budget breakdown

Table 7 Budget Breakdown

Intervention logic	Budget Line*							Budgetary Provision USD
	13/17	11	16	21	45	32/35	51	
Output 1.1: A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols	392,000	775,000	10,000	550,000	35,000	460,000	140,000	2,362,000
Output 1.2 A number of regional conformity assessment and food safety standards, protocols, schemes, training programs and guidelines prepared and endorsed at regional level.	180,000	520,000	20,000	370,000	0	850,000	60,000	2,000,000
Output 1.3 Effective and well-coordinated approach for the participation of the Arab States in the Codex food standards setting process is established and operational	40,000	150,000	10,000	0	0	320,000	65,000	585,000
Output 2.1 4 AIDMO-AOAD member countries assisted in the implementation of the regional harmonized standards and protocols (Libya, Palestine, Egypt and Yemen)	300,000	320,000	10,000	0	0	330,000	80,000	1,040,000
PROGRAMME MANAGEMENT, MONITORING, COORDINATION AND EVALUATION	220,000	633,000	20,000	0	50,000	65,000	25,000	1,013,000
TOTALS / BUDGETLINE	1,132,000	2,398,000	70,000	920,000	85,000	2,025,000	370,000	7,000,000
TOTAL (including. 10% psc.)								7,000,000

*Budget Guide: 11-50 International Consultants, 13-00/17-00 Administrative Staff / National Consultants, 16-00 Staff travel, 21-00 Subcontracts, 33-00/32-00 In service training/ Study tours, 45-00 Equipment, 51-00 Miscellaneous, 82-00 Evaluation.

Table 8 UNIDO Budget lines – Explanations

BL Number	Name	Budget line used to:
11-50	International Consultant	cover the fees and costs of using international experts under the project, the experts might include (subject to the final implementation plan to be developed during the inception phase) the following: • The project Chief Technical Advisor CTA and Technical Coordinators based at the Technical Support Unit TSU and the Project Assistant based at UNIDO HQs. • International Trainers to conduct training courses and technical support under the project. • International experts in specific areas related to Quality Infrastructure.
13-00	Administrative Work	for providing administrative support personnel for project under the TSU
16-00	Staff travel	cover the expenses of UNIDO staff travel to follow up on the project implementation.
17-50	National Consultants	recruit national experts either at country level needed for the implementation of the different project activities
21-00	Subcontracts	subcontract international or national institutions needed to implement certain activities like surveys, technical support or any other services needed under the project.
32-00	Study Tours	cover the expenses related to study tours to be organised for the project beneficiaries or its members.
33-00	In-Service training	cover the training, workshops, seminars or conferences organised under the project.
45-00	Equipment	procure equipments (Basic laboratory equipments, Computers, desks, etc) needed for the project implementation
51-00	Miscellaneous	for indirect expenses related to printing, communications, courier, and other related project indirect expenses.
56-00	Security	cover the specific expenses related to the security costs related to the security training courses of the experts and the in-country security costs as identified by UNAMI.

F. MONITORING, REPORTING AND EVALUATION

F.1 Evaluation

The project will be evaluated in accordance with the Guidelines for the Technical Cooperation Programme and Project Cycle. (DG AI.17 Rev. 1 – 24 Aug 2006), the evaluation plan will be defined at the inception phase and will include at least mid-term and final independent evaluations. The necessary funds will be allocated for the evaluation activities as per the established UNIDO evaluation policies and in close consultation with SIDA and AIDMO.

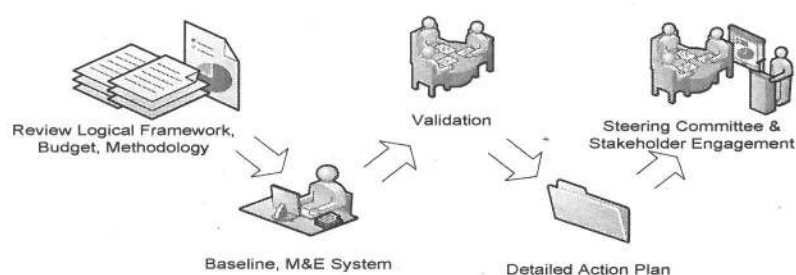
F.2 Inception Phase

An inception phase of 6 months will take place with the following scope and objectives:

- Validation of the logical framework and establishment of a baseline for the impact indicators.
- Establishment of a Monitoring and Evaluation system according to result-based reporting
- Validation of the approaches and concepts proposed in the project document taking into consideration the latest developments in the country and the beneficiaries' suggestions.
- Validation of the budget and adjustments as necessary.
- Elaboration of a detailed work plan.
- Establishment of the Steering Committee and project management structure (TSU).
- Sensitization and awareness building of stakeholders and partners to secure their active involvement.
- Initiating the intensive mapping and assessment of the current setup up the regional cooperation on food safety
- Identifying the scope of partnerships and any subcontracting arrangements.

The results and outcomes of the inception phase will be presented and discussed at the first Steering Committee meeting for approval and endorsement.

Figure 9 Project Inception Phase



F.3 Reporting

The project will be implemented following the new SAP software currently operational at UNIDO as of January 2012 where the project logical framework will be the main reference for the project management, monitoring and reporting. The detailed reporting system will be an integral part of the Monitoring and evaluation system to be designed during the inception phase, in principle, there will be four levels of reporting for the project:

Type of Report	Responsibility	Target audience
Monthly progress Reports	Project Coordination Unit	Project Manager AIDMO / AOAD Focal points
Quarterly Progress Reports	Project Manger Project Coordination Unit	AIDMO / AOAD Focal points Sida Focal Point
Bi-Annual Progress Reports	AIDMO Focal Point UNIDO Project Manager	Sida Focal Point Project Steering Committee
Mid-term Evaluation Reports	Independent Evaluators	AIDMO / AOAD Focal Points Sida Focal Point UNIDO Project Manager Project Steering Committee
Project progress brief reports	AIDMO Focal Point	AIDMO / AOAD DGs AIDMO Executive Council AIDMO Ministerial Council League of Arab States Arab Economic Summit
Country-related technical reports	Project experts	Country Focal Points Project Coordination Unit
Activity / event / training reports	Project Coordination Unit	Project Manager AIDMO / AOAD Focal points

The progress report format designed and used during the first phase will be used also for the second phase as it proved to be useful and meets the requirements and expectations of the different partners.

F.4 Monitoring

The project document along with the detailed implementation plan, which will be developed at the start of the project, will form the bases of the project monitoring. The logical framework will also be used as a reference for the monitoring and evaluation of the project progress and project results.

A Monitoring and Evaluation system (M&E) will be developed during the inception phase and a national M&E officer will be recruited for the implementation of the M&E system and will be located as part of the project management unit based at AIDMO in Morocco, the system will include the details on what, how, who and when and will provide the tools needed to carry out the different monitoring activities. The monitoring of the project will be at three different levels:

- Continuous field monitoring on the implementation progress versus the project detailed action plan carried out by the project manager and the PCU.
- Direct monitoring by the Project manager against the detailed project implementation plan.
- Monitoring activities as defined by the Monitoring and evaluation system.

F.5 Sustainability

Sustainability will be addressed as part of the project outcomes / outputs and is considered as a crucial matter to be considered in the project implementation where relevant.

Specific attention will be given to the sustainability of the regional cooperating platform to be created under the project to ensure that regional organisations will continue maintaining and sustaining the platform and advance the regional cooperation beyond the project lifecycle. Another areas which needs to be carefully considers is the need to ensure the sustainability of the training programmes, protocols and guidelines and ensure that they are embedded within existing national or regional bodies for the continuations of the delivery of these services beyond the project lifecycle.

The project steering committee and the mid-term evaluation will consider the review of the sustainability matters for the different aspects of the project.

G. PRIOR OBLIGATIONS AND PREREQUISITES

UNIDO will strictly respect the sanctions measures issued by the United Nations System on specific countries within the region.

UNIDO will build on the arrangements and mechanisms created under the ongoing UNIDO-AIDMO cooperation and ensure effective and efficient synergies between the 2 interventions. For example, the existing management, reporting and planning arrangements will be used and enhanced to ensure work efficiency and cost effectiveness.

H. GENDER MAINSTREAMING AND ANTI-CORRUPTION

H.1 Gender mainstreaming

UNIDO recognizes that gender equality and the empowerment of women has a significant positive impact on sustained economic growth and sustainable industrial development, which are drivers of poverty reduction and social integration.

UNIDO's policy on gender equality and the empowerment of women provides the overall guidelines for establishing a gender mainstreaming strategy that:

- Ensures that a gender perspective is reflected in its programmes, policies and organizational practices;
- Advances the overall goal of gender equality and the empowerment of women, particularly the economic empowerment of women;
- Benefits from the diversity of experiences and expertise within the United Nations system to advance the internationally agreed development goals related to gender equality;
- Accelerates the Organization's efforts to achieve the goal of gender balance, in particular at decision-making levels.

The project benefits support institutions in which both male and female staff will gain through improving their skills and knowledge of modern technologies and industrial information. All required efforts will be made by the project to enrol as much as possible women in its planned training activities, both at management and technical levels, and encourage them to participate in all relevant project and decision-making activities.

In practical terms, the project will plan for specific interventions to promote gender mainstreaming and women empowerment within the framework of the project, this will include, but not limited to:

- Recruit a gender mainstreaming specialist during the inception phase (2 working months) to contribute to the inception phase and prepare a project-specific manual with clear guidelines and tools to be used during the project implementation.
- To incorporate gender mainstreaming principles as integral part of any policies, guidelines, protocols and strategies to be developed under the project.
- To establish specific practices to support women empowerment in activities related to recruitment, membership of committees and working groups, training and awareness.
- To organise a specific training to all project partners on gender mainstreaming.
- Ensure that the project objectives are non- discriminatory, equally benefiting women and men, and aiming at improving QI in the region.
- Ensure the content of activities and methods used are appropriate and meet needs both men & women, regardless their sex and geographic and economic background.

- Develop strategies to access & engage both men and women to ensure equal participation

The project reporting to the steering committee will include a specific section to report on the progress and results of implementing the above-mentioned interventions to enable the steering committee provide the guidance on the improvements needed or additional interventions to be considered.

UNIDO will closely coordinate with AIDMO and the SIDA during the inception phase to ensure that their gender specific policies are taken into consideration.

H.2 Good governance and Anti-corruption

UNIDO gives special attention to promote good governance within the institutions and organisations supported under the project to ensure that the minimum anti-corruption procedures and practices are adhered to,

UNIDO will ensure that the basic principles of social responsibility which are accountability, transparency, and ethical behavior as well as communication within the network of people, groups and organizations that have an interest in the project are respected.

The project will operate in a fair manner vis-à-vis its partners, suppliers, government agencies and others. The following issues on fair operating practices will be taken into account:

- **Anti-corruption:**
To prevent corruption on all levels, the project will support and train its employees and representatives to eradicate bribery and corruption, raise awareness among them and encourage them to report violations. Partners will be encouraged to apply ISO 26000 and code of ethics.
- **Fair competition:**
The project will conduct its activities in a manner consistent with competition laws and regulations.

UNIDO will make use and promote the good governance guidelines developed under the ongoing UNIDO-AIDMO project which were specifically designed for institutions involved in quality infrastructure, in specific, the following interventions will be considered and planned during the inception phase and the project implementation phase:

- Recruit a good governance / anti-corruption specialist during the inception phase (2 working months) to contribute to the inception phase and prepare a project-specific manual with clear guidelines and tools to be used during the project implementation.
- To incorporate good governance / anti-corruption principles as integral part of any policies, guidelines, protocols and strategies to be developed under the project.
- To establish specific practices to support good governance / anti-corruption in activities related to recruitment, membership of committees and working groups, training and awareness
- To organise a specific training to all project partners on good governance / anti-corruption

The project reporting to the steering committee will include a specific section to report on the progress and results of implementing the above-mentioned interventions to enable the steering committee provide the guidance on the improvements needed or additional interventions to be considered.

UNIDO will closely coordinate with AIDMO and the SIDA during the inception phase to ensure that their good governance / anti-corruption specific policies are taken into consideration.

I. LEGAL CONTEXT

The present project is governed by the provisions of the Standard Basic Assistance Agreement that the different Arab countries has concluded with UNIDO.

Table 9 Logical Framework

Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
Development goal/impact: To facilitate regional trade in food and regional integration through strengthening the regional coordination and harmonisation mechanisms on conformity assessment and food control systems following international best practices (TBT & SPS).			
Outcome 1: AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food control system within the framework of the Regional Standardization Strategy			
Output 1.1 A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols.	- No. of committees and working groups established and operational - No. of resolutions, decisions and recommendations made by committees and working groups - Level of representation and participation of member countries - No. of officials trained and sensitized - No. of women taking part of the committees and working groups	- Project progress reports - Minutes of meetings for the regional committees and working groups - Independent evaluation reports	- The cooperation level of all countries in providing the accurate and up-to-date data and information - Commitments and willingness of the different countries to work closely and jointly. - Political stability in the region
Output 1.2 A number of regional conformity assessment and food safety standards, protocols, schemes, training programs and guidelines prepared and endorsed at regional level.	- No. of policies, protocols and schemes developed and endorsed - No. of meetings and workshops organised - No. of professionals trained and sensitized - Percentage of consensus between member countries	- Project progress reports. - Committee reports - AIDMO annual reports to the member countries	- Level of effective participation by member countries representatives - Political stability in the region - Ability to achieve consensus between member countries
Output 1.3 Effective and well-coordinated	- No. of member countries effectively participates in Codex development work - No. of standards initiated and developed by	Codex Alimentarius reports	Level of effective participation by member countries representatives

approach for the participation of the Arab States in the Codex food standards setting process is established and operational	- Arab States, - No. of regional standards endorsed by the Codex as international standards - percentage of representation in the Codex committees - No. of professionals trained and sensitized - No. of regional committees / working groups established and operational	- Project progress reports - Committee reports and minutes of meetings	- Political stability in the region - Effective UNIDO-FAO cooperation
Outcome 2: AIDMO member countries improve their national food safety control systems following regionally harmonized policies and protocols and according to international best practices and agreements (SPS)			
Output 2.1 4 AIDMO-AOAD member countries assisted in the implementation of the regional harmonized standards and protocols (Libya, Palestine, Egypt and Yemen)	- No. of countries achieve progress against their food safety development plans - No. of nationals trained on the harmonised programs. - Percentage of progress in modernising the national food safety system per country. - No. of policies developed per country - No. of awareness seminars / campaigns organised - No. of policy makers sensitized per country	- Project progress reports. - Country specific reports - Project monitoring and evaluation reports	- Commitments and willingness of the target countries - The different levels of capacities within AIDMO members (capacity gaps). - Lack of capacity to implement a new national structures - The political stability in the target countries

K. DETAILED BUDGET

Table 10 Detailed Budget

WBS	Outputs	Notational/ Admin Personnel	International personnel	Staff Travel	Sub- contracts	Equipment and supplies	Training/ Studytours	Other direct costs	Total by activity	Total by output
1	OUTCOME 1 : AIDMO and AOAD technical and regional food control system within the framework of the Regional Standardization Strategy									
1.1	Output 1.1: A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols									
1.1.1	Establish the governance system for the regional coordination platform including the set up of a regional high-level food safety committee, international advisory group, working groups and secretariat. Ensure a participatory approach involving all relevant national and regional organisations, the private sector, consumer groups and NGOs.	162,000	375,000	10,000	0,0	15,000	250,000	50,000	862,000	
1.1.2	Support the regional high level food safety committee in developing its work strategy and work plans based on the key priorities identified by the committee; assist the committee to conduct the needed assessments / research required for its work.	0,0	50,000	0,0	75,000	10,000	0,0	10,000	145,000	
1.1.3	Provide technical support and training to the members of the committee and the members of the working groups on the key areas of modern food safety control systems and support their effective participation in regional and international food safety related events.	0,0	100,000	0,0	100,000	0,0	120,000	10,000	330,000	2,362,000
1.1.4	Provide technical and coordination support to the meetings of the different committees to ensure effective and efficient regional coordination under the umbrella of the League of Arab States.	85,000	0,0	0,0	0,0	0,0	0,0	10,000	95,000	
1.1.5	Support in establishing the necessary linkages between the regional committee and the regional and international organizations in areas related to food safety and food safety standards.	0,0	0,0	0,0	0,0	0,0	0,0	10,000	10,000	

1.1.6	Support AIMDO and AOAD in establishing a sustainability model for the regional cooperation on food safety and support their efforts for gaining the political support needed for maintaining effective regional cooperation,	0,0	50,000	0,0	75,000	0,0	0,0	0,0	10,000	135,000
1.1.7	Organise the annual Arab Food Safety Conference as the platform for regional cooperation, knowledge exchange and networking on food safety.	0,0	75,000	0,0	180,000	10,000	0,0	10,000	275,000	
1.1.8	Conduct up to 3 trade assessments on selected food products to identify the challenges facing the inter-regional trade for these products from a food safety / conformity assessment perspective, produce policy papers for the attention of the League of the Arab States and the Economic and Social Summit.	60,000	80,000	0,0	120,000	0,0	50,000	10,000	320,000	
1.1.9	Streamline and promote gender and anticorruption policies and procedures within the work of the regional committees and working groups.	0,0	45,000	0,0	0,0	0,0	40,000	10,000	95,000	
1.1.10	Provide support to AIMDO and AOAD to effectively manager and coordinate the regional work and establish working and coordination procedures.	85,000	0,0	0,0	0,0	0,0	0,0	10,000	95,000	
1.2	Output 1.2: A number of regional conformity assessment and food safety standards, protocols, schemes, training programs and guidelines prepared and endorsed at regional level.									
1.2.1	Provide the technical support needed for the design of the regional protocols and guidelines identified and agreed by the regional committee and working groups.	0,0	220,000	10,000	180,000	0,0	150,000	15,000	575,000	2,000,000
1.2.2	Review the existing food standards setting process at AIMDO, AOAD and other regional mechanisms and support the development of a well-coordinated regional approach to food standards setting.	0,0	60,000	0,0	0,0	0,0	0,0	10,000	70,000	

1.2.3	Support the information dissemination and awareness building at regional and national levels on the regional food safety protocols and guidelines.	80,000	0,0	0,0	60,000	0,0	180,000	10,000	330,000
1.2.4	Design and organize a regional food safety training programme in cooperation with the regional organizations, member countries and universities in the region.	20,000	200,000	10,000	80,000	0,0	320,000	15,000	645,000
1.2.5	Conduct specialized awareness campaigns at country and regional levels (policy makers, parliaments, professionals, institutions and consumers)	80,000	40,000	0,0	50,000	0,0	200,000	10,000	380,000
1.3	Output 1.3: Effective and well-coordinated approach for the participation of the Arab States in the Codex food standards setting process is established and operational								
1.3.1	Assess the current level of participation of the Arab countries in the Codex process in terms of coverage, effectiveness and efficiency; identify the high priority areas for the region on standards setting.	0,0	40,000	0,0	0,0	0,0	15,000	0,0	55,000
1.3.2	Establish, within the regional cooperation platform, an effective and well-coordinated process for the effective participation of the Arab Countries in the Codex process, this will include pre-Codex and post-Codex coordination at regional level.	0,0	30,000	0,0	0,0	0,0	15,000	0,0	45,000
1.3.3	Support the implementation of the process established under 1.3.2 and report on the effectiveness and results of the process.	0,0	0,0	0,0	0,0	0,0	200,000	50,000	250,000
1.3.4	Support the preparation and endorsement of up to 3 regional standards identified as a priority within the region	20,000	50,000	0,0	0,0	0,0	50,000	15,000	135,000
1.3.5	Support the region in sustaining and maintaining a well-coordinated regional approach to Codex standards setting.	20,000	30,000	10,000	0,0	0,0	40,000	0,0	100,000
2	OUTCOME 2 AIDMO member countries improve their national food safety control systems following regionally harmonized policies and protocols and according to international best practices and agreements (SPS)								
2.1	Output 2.1 4 AIDMO-AOAD member countries assisted in the implementation of the regional harmonized standards and protocols (Libya, Palestine, Egypt and Yemen)								
		585,000							

2.1.1	Conduct country assessments for the 4 countries in cooperation with FAO using their new capacity assessment tool and report the outcomes at national and regional level.	80,000	40,000	0,0	0,0	0,0	0,0	40,000	5,000	165,000	1,040,000
2.1.2	Support the 4 countries in developing their own food safety national strategy and strategic action plan following the outcomes of the assessments and support the countries in developing bankable projects for the implementation of their food safety strategy.	60,000	80,000	5,000	0,0	0,0	0,0	50,000	10,000	205,000	
2.1.3	Support up to 5 key interventions / per country identified as a result of the assessment and following the regionally accepted and agreed harmonized standards / protocols / guidelines.	120,000	160,000	5,000	0,0	0,0	0,0	120,000	25,000	430,000	
2.1.4	Design a monitoring and benchmarking tool for the assessment and reporting of the progress made by the target countries.	0,0	40,000	0,0	0,0	0,0	0,0	0,0	10,000	50,000	
2.1.5	Disseminate the results of the country interventions as an example within the region for implementing regionally agreed solutions.	0,0	0,0	0,0	0,0	0,0	0,0	40,000	10,000	50,000	
2.1.6	Implement in-country awareness and training activities to support the implementation of the key interventions and support the country officials to lobby for their national food safety system and strategy	40,000	0,0	0,0	0,0	0,0	0,0	80,000	20,000	140,000	
A	PROGRAMME MANAGEMENT, MONITORING, COORDINATION AND EVALUATION										
A.1	Setup the project management/coordination and monitoring team	220,000	380,000	0,0	0,0	0,0	50,000	0,0	0,0	650,000	1,013,000
A.2	Inception phase	0,0	60,000	20,000	0,0	0,0	0,0	25,000	15,000	120,000	
A.3	Streamline gender and anti-corruption policies and procedures	0,0	80,000	0,0	0,0	0,0	0,0	40,000	10,000	130,000	
A.4	Project mid-term and independent evaluations	0,0	113,000	0,0	0,0	0,0	0,0	0,0	0,0	113,000	
	TOTAL operational budget (including 10% support costs)										7,000,000

Post L2



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

JOB DESCRIPTION

Post title: Associate Expert [L2]

Duration:

Date required:

Duty station: Vienna, UNIDO HQ

Duties: The Associate Expert will work under the overall supervision of the Branch Director, PTC/TCB, and the direct supervision of the assigned project manager to assist in implementing the Food Safety Programme in AIDMO countries. The Associate Expert is specifically expected to:

Main Duties	Output
Contribute to the coordination and ensure information flow among all stakeholders involved in the Program, in particular liaising with the Regional Support Units (RSU), the National Technical Coordinators (NTC), and the beneficiaries.	Contributed to effective cooperation and communication with and among all stakeholders.
Prepare draft work plans and timeframes for fielding experts, trainings, fellowships, sub-contracts, equipment purchases, etc.	Draft work plans and timeframes proposed.
Support monitoring and following-up the work of national, international consultants and sub-contractors, to ensure smooth project delivery/implementation of planned activities.	Activities carried out according to plan.
Facilitate requisitions/purchase orders, and assists in ensuring the technical evaluation of received offers according to UNIDO rules and regulations.	Technical evaluation of offers carried out properly, leading to timely purchasing & subcontracting.
Support the project manager in his day-to-day operational work and in the administrative and financial monitoring of the programme and its activities.	Smooth implementation of programme activities.
Contribute to the drafting of bi-annual and annual implementation/financial reports for the programme according to donor specifications and UNIDO requirements.	Implementation reports drafted.
Support the preparation of the Regional/Central Steering Committee (RSC/CSC) meetings, as well as of planned Internal Technical Workshops (ITW).	RSC, CSC and ITW meetings efficiently prepared.

Contribute to the preparation of promotional material in order to create awareness and publicise project results.	Promotional material prepared.
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Qualifications: University degree in business or economics. Professional experience in the provision of trade-related technical assistance. Prior experience with upgrading of testing laboratories, setting-up of metrology institutions, etc, a distinct advantage. UN project implementation and field experience highly desirable.

Language: Fluent English; Working knowledge of French would be an asset;



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT
INDUSTRIEL
ORGANIZACION DE LAS NACIONES UNIDAS PARA EL DESARROLLO
INDUSTRIAL

JOB PROFILE

Functional Title:	Project Assistant	Grade:	G5
	Programme Development and Technical Cooperation Division		
Organizational Unit:	Trade Capacity-Building Branch		
	Office of the Director		
Duty Station:	Vienna, Austria	Supervisor's Title and Grade:	
Job Number:	Generic job	Budget Post No. [Obtained From FIN]	

I. Organizational Context

The Programme Development and Technical Cooperation Division (PTC) of UNIDO is primarily responsible for providing capacity-development support and technical cooperation services to enhance the capabilities of developing countries and transition economies to: process their agriculture-based raw materials, participate in international trade flows for manufactured goods; increase investment and technology flows; and develop entrepreneurship; while also promoting environmentally sustainable production techniques; developing renewable and rural energy for productive use; increasing energy efficiency; and supporting the implementation of major multilateral environmental agreements. In doing so, the Division develops, implements and monitors sectoral, cross-sectoral and thematic programmes and projects, and provides technical advisory and institutional and human capacity-building services. These areas are covered by the following branches: The Agri-Business Development Branch, the Business, Investment and Technology Services branch, the Trade Capacity-Building Branch, the Energy and Climate Change Branch, the Environmental Management Branch, the Montreal Protocol Branch, the Bureau for Programme Results Monitoring Branch, the Bureau for Regional Programmes.

The position is located in the Trade Capacity-Building Branch. The responsibility of the Branch is to help developing countries and countries with economies in transition to participate efficiently in the rule-based global trading system, in which they face key constraints arising from the lack of a competitive supply capacity of tradable goods, and the need to insure internationally recognized conformity of their goods to quality and safety requirements. The Branch therefore seeks to strengthen the capacity of developing countries and countries with economies in transition to comply with the requirements of the WTO agreements on Technical Barriers to Trade (TBT) and Sanitary and Phyto-Sanitary measures (SPS), and thereby enter new markets with a substantial development potential, improve the market conformity of their products, and establish cost effective and internationally recognized local proof of such conformity. These objectives are supported by strengthening the standards, testing and conformity infrastructure; and enhancing product competitiveness through quality and productivity development and industrial upgrading.

The main objective of the position is to assist in the management, programming and budgeting of pipeline and ongoing technical assistance projects, in monitoring the implementation delivery status and in providing forecasts for the estimating of operational budget income; advise also when required,

on up-to-date financial procedures, rules and regulations and sets up working procedures for General Service (GS) Staff accordingly. He/she assists the Professional Officers by coordinating various projects and/or finance related inputs for matters dealt with by the Branch; monitors and controls budget revisions and proposes budget revisions when required; monitors and controls financial and administrative inputs of Allotment Holder and respective GS staff.

The introduction of the new Enterprise Resource Planning system (SAP - Systems, Applications and Products in Data Processing) is an essential element of UNIDO and it is a major enabler in achieving the objectives, e.g. higher demand fulfillment, increased efficiency and effectiveness of our services, improved donor and stakeholder reporting, etc. The incumbent shall keep abreast with the development of the SAP system, master the different user aspects and use it regularly for monitoring projects, funds and human resource management at the unit level; guide professional and general service staff as and when necessary for proper utilization of UNIDO ERP to improve effectiveness and efficiency.

The incumbent acts a Project Assistant to support Technical Cooperation activities and contribute to enhance TC delivery, Monitoring Programme Portfolio, supporting the staff in project management and reporting, complying with the Results Based Management (RBM) principles.

Working Relationships and reporting: The incumbent of the post reports directly to the first reporting officer, XXXXX and 2nd reporting officer is the XXXX, PTC.

He/she will communicate internally with staff at all levels, as necessary, in relation to project administration, finance and UNIDO policy matters and communicate externally with UNDP Offices, National Project Directors, UNIDO Representatives and Project offices, as necessary, in relation to project implementation and financial issues

Internal	purpose of the contact
PSM/FIN, PSM/HRM, PSM/OSS, field offices	To liaise/follow-up on financial/operational aspects of project implementation: daily
PSM/OSS, BMS and OMD/branches/units of substantive divisions,	To arrange travel or meetings: weekly
Regional bureaux, field offices, ITPOs	To obtain information and follow-up on programme/project-related matters and supervisor(s) missions: regularly

External	purpose of the contact
Experts, consultants	To arrange briefing/debriefing and, in this context, provide information on administrative matters; To determine availability and cost To coordinate arrival and salary on behalf of supervisor on going
Travel agent, Conference Services, UNSS	To make arrangements for missions, meetings, visitors on going
DACS/TES and IMS Units	To obtain information, arrange and follow-up on the translation/publication of documents: as required
Officials of other UN-organizations/UNDP officials, missions, embassies, institutions, academia, private industry	To provide/receive information, and undertake contacts/follow-up on behalf of the supervisor(s): as required
<i>All the above are contacts with all levels of staff</i>	Tact and discretion are required for transmitting or interpreting non-routine information and instructions as well as in obtaining assistance, support or cooperation

The UNIDO Staff Performance Management System reinforces the collaboration within formal units as well as among cross-functional teams. In this context, the incumbent collaborates with his/her supervisor and colleagues, within as well as outside the unit. Within the formal teams, the incumbent may be expected to backstop other team members as required.

II. Main Functions/Key Results Expected

Function 1. Screen incoming mail and draft reply for supervisor's signature on non-technical aspects; provide relevant background/project information whenever necessary to supervisor(s); keep track of pending matters, follow up with other offices on deadlines.

Function 2: Draft routine and non-routine correspondence on TC-related and administrative matters; revise draft documents (project documents, reports) and put them into adequate style, language and format; design layout and prepare project-related documents for publication; assist in the preparation of papers and presentations by extracting/summarizing statistics and other related information; undertake computer based searches and compile background information to assist in the early stages of project identification and formulation.

Function 3: Initiate or monitor exercises related to the implementation of technical cooperation projects (e.g.: budget revisions, obligation reviews, re-phasing, extension or completion of projects, issuance of new project allotment documents/due sub-allotments, TC allocations and monitoring related exercises. Interpret or consult relevant bodies to clarify the application of new financial procedures, TC guidelines and other relevant instructions. Keep track of project budget expenditures; recommend and initiate budget revisions according to project needs; complete justification for budget revisions; provide information on the project whenever required and if necessary, draw the supervisor's attention to problems encountered. Retrieve substantive information on TC projects, such as the status, outcome, output, key performance indicators (KPIs), indicators, risks, etc. from the SAP Portfolio and Project Management (PPM) module that has been designed to support results-based management.

Function 4: Initiate and follow up on actions related to recruitment of experts, training and study tours, purchase of equipment, travel authorizations requests/claims and deal with all related inquiries.

Function 5: Other duties include maintaining information channels with project staff and supervisor(s) on mission; assist other teams in the branch; keep abreast with new office-automation technologies. Carry out ad-hoc assignments and research activities, as required. Participate in relevant SAP training programmes, seminars and workshops.

III. Required Values and Competencies: (Ref UNIDO Competency Framework)

Core Values:

Integrity. Professionalism. Respect for Diversity.

Core Competencies:

Results orientation and accountability. Planning and Organizing. Communication and Trust. Team Orientation. Client Orientation. Organizational Development and Innovation.

Should there be any other specific behaviors or competencies critical to this specific job, please indicate here.

Other Competencies:

IV. Minimum Organizational Requirements

Education

Completed secondary education and office training or equivalent.

Experience

A minimum of eight years of experience in a UN agency, embassy or an international organization. Proficient use of Microsoft Office (Word, Excel, PowerPoint and Access), internet, electronic mail and SAP for monitoring funds and budget revisions.

Several years of relevant working experience, preferably within the UN system or in a multicultural environment, including experience in project administration, accounting and finance, providing support to managerial/professional staff and using secretarial/administrative skills to assist in the execution of project development and implementation of work.

Thorough understanding of project administration related aspects as well as UNIDO/UNDP administrative and financial procedures and channels of communication, particularly those relating to technical cooperation activities.

Language

Fluency in English is required. Knowledge of another official UN language is an asset.

SIGNATURES:

Name	Signature	Date
Incumbent:	_____	/...../.....
Direct Supervisor:	_____	/...../.....
Branch Director:	_____	/...../.....
Managing Director:	_____	/...../.....



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)

JOB DESCRIPTION

Post title: Chief Technical Adviser (CTA)

Duration:

Date required:

Duty station:

Duties: With the objective of assuring technically sound and smooth implementation of the Project, the CTA will be providing advisory services to the project counterpart and shall be responsible for the overall technical management of the project under the supervision of the UNIDO Project Managers (UNIDO HQs) and in close cooperation with the National Counterpart(s), National Project Coordinators (NPC) as well as with the UNIDO Representative in the field. Specifically the CTA will provide technical and managerial support in close consultation with the counterpart institution to ensure the successful implementation of the project, and will perform the following duties:

Main duties	Expected duration	Location	Expected results
(2) <u>PROJECT MANAGEMENT</u> 2.1 Ensure the coordination of activities with the National Project Coordinator (NPC); guide the NPC in evaluation and record keeping of participants of various training activities. 2.1 Based on the inception report, prepare the short-term (monthly and semi-annual) work plans and guide the NPC in preparing the monthly reports on the progress; 2.2 Elaborate terms of references for and supervise national and international consultation missions; 2.3 Assist and supervise the elaboration of requests/tenders for procurement and logistics; 2.4 Carry out measures for the control of the efficiency of the undertaken actions by experts and sub-contractors; 2.5 Ensure efficiency and effectiveness of the financial, administrative, and technical management of the project and ensure permanent support and general follow-up of project activities, in accordance with UNIDO rules and regulations; 2.6 Liaise with all relevant stakeholders to ensure achievement of the objectives of the Project, prepare for and participate at the National Steering Committee meetings held under Trade Expansion Working Group;	40%		Efficient Project Management

Main duties	Expected duration	Location	Expected results
(3) ADVISORY SERVICES: 3.1 Provide technical support to the relevant regional and national governmental and private sector stakeholders and their respective Ministries as well as other involved institutions in appropriate domains of competence and assist in the elaboration of the programme of project activities; 3.2 Provide long-term technical training/support to above mentioned institutions at the level of senior and middle management on best-practice management principles to ensure optimal use of project inputs and improved absorption capacity 3.3 Advise on standards and quality; upgrading of testing and metrology laboratories towards international accreditation to ISO/IEC 17025:2005 and SPS measures relevant to strategic export products.	50%		Implementation of international standards and good practices;
(4) REPORTING AND AD-HOC ASSIGNMENTS: i. Prepare a quarterly progress report including the activities carried out, progress interim of performance indicators, analysis of lessons learned and recommendations. The reports should be prepared in accordance with the reporting system established by UNIDO and sent to UNIDO by e-mail for clearance; ii. Prepare ad-hoc Programme reports upon request of UNIDO/Donor and the counterparts; iii. Prepare a final/terminal report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations; iv. Carry out ad-hoc assignments for the counterpart in agreement with UNIDO/Donor.	10%		Quarterly progress reports final/ terminal report at the end of the contract

Qualifications

REQUIRED COMPETENCIES

- *Technical:* Proficient knowledge of quality infrastructure. Proven competence in the area of standardization, certification, accreditation and metrology; knowledge in economic aspects of TCB, technical barriers to trade and conformity infrastructure;
- *Behavioral:* Analytical thinking; planning, organizing and problem solving abilities; proven ability to work under pressure and to meet tight deadlines; proven experience in overcoming deadlocks and difficulties in the implementation of complex projects and in bringing them back on track; proven ability to lead and coordinate multidisciplinary teams; demonstrated diplomatic and negotiating skills. Excellent interpersonal and communication skills. Sensitivity to cultural, socio-economic and political differences. Knowledge and experience of work with UN constituents and knowledge of UN procedures would be an asset.

MINIMUM QUALIFICATIONS

- Advanced university degree, preferable in science/engineering and business administration, or any related field.
- More than 15 years of professional experience in the field of quality infrastructure upgrading (i.e. standards development, metrology, upgrading of testing and calibration laboratories, and certification capabilities) and/or quality, ideally including within developing countries and specifically in the Southern Africa sub-region.
- Proven communication and drafting skills, both written and verbal.

Language: English , Arabic and French are an Advantage

Post M&E:

Post title: Monitoring & Evaluation M&E Officer

Type of Contract: Service Agreement SA

Duration:

Date required:

Duty station:

Organizational Unit: Quality, Standards and Conformity Unit; Trade Capacity-building Branch; Programme Development and Technical Cooperation Division

Duties: The Monitoring and Evaluation M&E Officer will be working within overall project team and reporting to the Chief Technical Advisor (CTA) and the UNIDO Project Manager.

Main duties	Expected duration	Location	Expected results
A. Technical delivery - Design, develop and implement a monitoring framework, annual monitoring plans, and related tools and systems for the monitoring of the project in line with UNIDO monitoring and evaluation framework. - Assist the Program Management in the identification of Key Performance Indicators KPI and report on them using suitable statistical methods. - Handle and responsible for continuous field monitoring on the implementation progress versus the project detailed action plan carried out by the project manager and the CTA. - Provide quality M&E advice to CTA, PM, and stakeholders involved in the implementation of the project. - Carry out impact evaluations, assessments of training, awareness creation and other activities delivered during the project. - Collect all necessary data needed for the preparation of monthly, quarterly and annual reports on project activities. - Prepare research tools of different surveys and technical assessments. - Identify the need and draw up the ToRs for specific project studies. - Perform regular field evaluations on the quality of the services delivered and activities conducted through questionnaires, phone calls and field visits to beneficiaries and stakeholders. - Review monitoring reports, analyze them for impact evaluation and identify the causes of potential bottlenecks in project implementation.	50%		M & E system well established Quantitative and qualitative information available for all required reports KPIs well identified and regularly reported Impact evaluation reports
B. Project Management - Maintenance of project related monitoring records. - Collaborate with staff and implementing partners on qualitative and quantitative monitoring to provide relevant information for ongoing evaluation of project activities, effects and impacts. - Liaise with all relevant stakeholders as per the CTA guidance to ensure achievement of the objectives of the Project. - Prepare for and participate at the different project related meetings. - Document lessons learned and best practices to inform policy development on selected programme components. - Organize and prepare written outputs as guided by CTA, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications. - Perform other duties as assigned.	25%		Efficient maintenance Efficient Project Administration. Objectives understood. Local administrative management assured
C. Reporting (Following UNIDO SAP system) Submit monthly reports to the CTA on monitoring and evaluation aspects, consolidating all information available on activities carried out and expenditures.	15%		Monthly progress reports Input to Quarterly

Main duties	Expected duration	Location	Expected results
- Assist and provide input to the 3 monthly progress reports prepared by UNIDO HQ Project Manager & yearly progress reports. - Responsible for & coordination of the mid-term and final independent evaluation reports comprising all relevant information compiled from the interim reports, conclusions and recommendations. - Prepare monitoring reports, analyzing them for impact evaluation and identifying with other team members the causes of potential bottlenecks in project implementation.			reports Mid-term and final evaluation Monitoring reports
D. Other duties: Carry out specific programme related assignments as per the project requirements and in coordination with UNIDO HQ Project Manager & the STC.	10%		Timely and efficient delivery of activities

Qualifications: It is expected to have the following professional and personal profile:

- Technical:** Ability to conduct data collection using various methods; conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various research sources; knowledge of economic aspects of TCB, technical barriers to trade and conformity infrastructure.
- Behavioral:** Analytical thinking; planning, organizing and problem solving abilities; proven ability to work under pressure and to meet tight deadlines; proven ability to lead and coordinate multidisciplinary teams.

Minimum Requirements:

- Education:** A university degree, preferably in Science/Statistics/Economics, or any related field.
- Experience:** More than 3 years of professional experience, with a proven track of M&E in technical assistance projects in developing countries (preferably within the Middle East).
- Skills:** Excellent interpersonal and communication skills, drafting skills, both written and verbal, sensitivity to cultural, socio-economic and political differences. Knowledge and experience of work with UN constituents and knowledge of UN procedures would be an asset.

Languages: Fluent in Arabic & English.

Post Coordinator:

JOB DESCRIPTION

Post title: National Programme Coordinator

Duration:

Date required:

Duty station:

Duties: With the objective of assuring smooth and effective implementation of the Project, the Project coordinator will be providing support to the UNIDO Project Manager (UNIDO HQs), the UNIDO Chief Technical Advisor (CTA) and in close cooperation with AIDMO Secretariate and the countries focal points. Specifically the Project Coordinator will provide administrative, managerial and coordination support to ensure the successful implementation of the project, and will perform the following duties:

Main duties	Expected duration	Location	Expected Results
<u>PROJECT MANAGEMENT</u> • Become acquainted with the overall project objectives, inputs, outputs, and work plans. Have discussions with counterparts and key project players to explain the project objectives and secure cooperation; • Coordinate and monitor all project related activities as per the project action plans, this will include, but not limited to, missions of international experts, study tours, field work, training and workshops, meetings, recruitment and procurement activities. • Coordinate and monitor all training sessions and awareness seminars related to the project . • Support the project manager and the Chief Technical Advisor in the overall planning, reporting and management of the project. • Supervise the field technical functions and maintain close contacts with counterparts, project partners and beneficiaries, local experts and equipment and service suppliers. • Participate in all related meetings, field visits, workshops, and training activities planned and organized under the project as requested by the project manager • Undertake field administrative functions through close contacts with the counterparts, local equipment suppliers; accelerate the selection of national experts; local purchase of equipment, selection of study travelers for study tours, fellows for fellowships; with close cooperation and according to the local UNIDO administrative procedures • Assist in the elaboration of the promotional material for the Programme (Brochures, newsletter, advertisement, etc.). • Establish a coherent system of information covering each activity of the project, including project impact indicators, and transmit the required details to UNIDO;	80%		Efficient Project Management Progress reports, events reports and other related project reports and data.

Main duties	Expected duration	Location	Expected Results
<u>REPORTING AND AD-HOC ASSIGNMENTS:</u> • Prepare a monthly progress report including the activities carried out, progress interm of performance indicators, analysis of lessons learned and recommendations. The reports should be prepared in accordance with the reporting system established by UNIDO and sent to UNIDO by e-mail for clearance; • Prepare ad-hoc Programme reports upon request of UNIDO and the counterparts; • Prepare a final/terminal report at the end of the contract comprising all relevant information compiled from the interim reports, conclusions and recommendations;	20%		Monthly progress reports final/ terminal report at the end of the contract

Qualifications

REQUIRED COMPETENCIES

- Skills: excellent skills in project coordiantion, reporting, planing, presentation and team work is a must.
- Behavioural: Analytical thinking; planning, organizing and problem solving abilities; proven ability to work under pressure and to meet tight deadlines. Knowledge and experience of work with UN constituents and knowledge of UN procedures would be an asset.

MINIMUM QUALIFICATIONS

- University degree, preferable in science/engineering and/or business administration, or any related management field.
- More than 2 years of professional experience in the field of project coordination.
- Proven communication and drafting skills, both written and verbal.

Language: English command is a must, Arabic and/or Frensh is as asset.

Post Admin & Fin Assistant:



JOB DESCRIPTION

Post title: Administrative & Financial Assistant

Type of Contract: Individual Service Agreement [ISA]

Duration:

Date required:

Duty station:

Organizational Unit: Quality, Standards and Conformity Unit; Trade Capacity-building Branch; Programme Development and Technical Cooperation Division

Duties: The Administrative and Financial Assistant will work under the direct supervision of the Project Chief Technical Advisor CTA and will have the overall responsibility of providing administrative support during the project implementation period. He/she will support the CTA in the overall administration, planning, reporting and management of the project.

Main duties	Expected duration	Location	Expected results
A. Project Administration: • Coordination and administrative organization of all project related activities as per the project action plans, this will include, but not limited to, missions of international experts, study tours, field work, training and workshops, meetings, recruitment and procurement activities. • Ensure the coordination of the different project activities, the overall planning, and reporting, monitoring and record keeping for the project. • Office management and daily organization of the Field Unit[FU] (answering phone calls, organizing and filing, sending and receiving faxes and e-mails, providing general clerical work etc.). • Provide support and guidance and work closely with the FUs in the region under the overall supervision of the CTA. • Project co-ordination and logistics support, including organization of workshops, working group meetings and other meetings, training activities in the field, discussions, seminars, etc... • Travel arrangements and hotel reservations for the CTA, experts, and for the UNIDO HQ Project Team. • Maintenance and archiving of project records and documentation. • Support in the writing of reports and plans. • Input of project documentation and records into UNIDO SAP system.	50%		Efficient Project Administration Objectives understood Local administrative management assured
B. Financial Administration: • Maintain financial records during project implementation period. • Maintain a database of local suppliers and service providers. • Handle the office petty cash if requested. • Make arrangements for purchase and receipt of office consumables.	25%		Efficient maintenance of financial records and database

Main duties	Expected duration	Location	Expected results
C. Reporting - Assist in drafting and proof reading reports as requested by CTA. - Submit quarterly reports on the assignment	15%		Timely and efficient assistance in reports, event reports and other related project reports and data. Quarterly reports
D. Other duties: Carry out specific programme related assignments as per the project requirements and in coordination with UNIDO HQ Project Manager.	10%		Timely and efficient delivery and assessment of all activities

Qualifications: It is expected to have the following professional and personal profile:

- **Technical:** Excellent administration, planning, reporting, and presentation skills.
- **Behavioral:** Organizing, ability to work under pressure and to meet tight deadlines, and excellent teamwork ability.

Minimum Requirements:

- **Education:** A University degree, preferably in Business Administration or related field.
- **Experience:** More than 3 years of professional experience (preferably within the Middle East) and within technical assistance development projects. Knowledge and experience of work with UN constituents and knowledge of UN procedures would be an asset.
- **Skills:** typing, presentation, communication, and proficient level of using MS Office Suite.

Language: Fluent in English & Arabic