

**Partnerships for Food Industry Development
A U.S./Ukrainian Partnership**

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**Phase II , First Annual Work Plan, Eastern
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Louisiana State University Agricultural Center
Baton Rouge, Louisiana**

**In association with
The International Institute for Food Safety and Quality
Kyiv, Ukraine**

Table of Contents
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| | |
|---|----|
| Table of Contents..... | 1 |
| List of Acronyms and Abbreviations..... | 2 |
| Section I. Summary..... | 3 |
| Section II. Review of Project Design and Preparation..... | 4 |
| A. Region-Wide Objectives and Outcomes..... | 5 |
| B. Outcomes and Project Design Specific to Ukraine..... | 6 |
| Section III. First Annual Work Plan..... | 7 |
| A. Project Objective # 1 – IIFSQ Expansion..... | 7 |
| B. Project Objective # 2 – Food Security Capacity Building..... | 8 |
| C. Project Objective # 3 – Better Process School..... | 8 |
| D. PFID-MSP Interventions Specific to Ukraine..... | 9 |
| E. Monitoring and Evaluation..... | 9 |
| Section IV. Schedule of Project Activities..... | 10 |

List of Acronyms and Abbreviations

| | |
|-------------------|--|
| AWP..... | Annual Work Plan |
| BPCS..... | Better Process Control School |
| CAC..... | Codex Alimentarius Commission |
| CIS..... | Commonwealth of Independent States |
| FDA..... | US Food and Drug Administration |
| FSQSC..... | Food Safety, Quality and Security Compliance |
| HACCP..... | Hazard Analysis Critical Control Point |
| ICS..... | In-Country Satellite |
| IIFSQ..... | International Institute for Food Safety and Quality |
| KNUTE..... | Kyiv National University of Trade and Economics |
| LSU AgCenter..... | Louisiana State University Agricultural Center |
| PFID..... | Partnerships for Food Industry Development |
| PFID-MSP..... | PFID – Meat, Seafood and Poultry |
| PHSBTPRA..... | Public Health Security and Bio-terrorism Preparedness and Response Act |
| SOW..... | Scope of Work |
| USAID..... | United States Agency for International Development |
| USAID/EGAT..... | USAID Economic Growth, Agriculture and Trade |
| WFLO..... | World Food Logistics Organization |
| WTO..... | World Trade Organization |

Section I. Summary

This document presents the first annual work plan (AWP) for Phase II activities for the Partnerships for Food Industry Development in Meat, Seafood and Poultry (PFID-MSP) Project in Eastern Europe/the Commonwealth of Independent States (CIS).

This project resulted in USAID approval of a proposal submitted by Louisiana State University Agricultural Center (LSU AgCenter), the World Food Logistics Organization (WFLO), the World Laboratory Branch in Ukraine, and the National Institute of Animal Husbandry and Veterinary Medicine of Moldova. While the project has incorporated a global strategy for processing meat, seafood and poultry, it focused its Phase I activities in Ukraine and Moldova from January 2001 to January 2005.

In April and May 2004, the LSU AgCenter submitted a scope of work and budget for a Phase II of PFID-MSP. Target areas for Phase II included Eastern Europe/CIS, initially focusing on Ukraine, Moldova, Georgia and Azerbaijan. The specific objectives to be met in the region through the PFID-MSP Project's Phase II included expanding the Ukraine-based International Institute for Food Safety and Quality (IIFSQ) promote compliance with the US Food Security Act and establish a Better Process School to serve the region. In June 2004, USAID/EGAT approved these documents, giving PFID-MSP the opportunity to begin these activities in the next year.

The partners to this proposal for Phase I planned a four-year food industry development program involving a five-stage process: 1) industry assessment/crosscutting analysis; 2) assembly of key stakeholders; 3) identification of critical issues, prioritization of needs, and impact on local cultures; 4) development of solution strategies; and 5) implementation of strategies. The proposal provided concrete technical assistance and links among the food industry with U.S. counterparts. Resulting commercial gains from Phase I activities for the food industry include improved food plant utilization, and product quality improvement. This document discusses Phase II initiatives, which are expected to assist the IIFSQ to expand its capacity development and technical assistance services as they relate to Food Safety, Quality and Security Compliance (FSQSC) throughout the region and particularly in Ukraine, where the project will be registered.

This Work Plan covers start-up activities, initial activities for the Project's three objectives in Eastern Europe/CIS and general management activities. Start-up activities include execution of sub-agreements with the IIFSQ, identification of three in-country satellites in Moldova, Azerbaijan and Georgia, and acquisition of necessary facilities, as well as the hiring, orientation and training of any additional staff. Preliminary contacts also will be made to initiate working relationships in the region, and potential expansion into Kazakhstan. These initial contacts will facilitate cooperation with different CIS USAID Missions, their projects' staff and other donors in the region, as well as cooperation with project's counterparts in these countries (Ag Ministries, NGOs, etc.) and processing plants

Project staff will assess the key FSQSC regional issues as a first step for the design of solution strategies. The findings from these activities will result in an analysis report to be submitted by June 2005. This information will be presented to the stakeholders and reviewed by the Technical

Committee members, both of whom will contribute to the formulation of the solution strategies in a final strategy report for Eastern Europe/CIS countries targeted. Based on this report, the project activity plans in the SOW will be refined and implementation will be initiated.

General activities that cut across the objectives will include the establishment of the teams, communications and reporting procedures. Facility and logistical needs also must be met. Printed and electronic dissemination material will be prepared and staff will establish monitoring/evaluation procedures.

These activities are outlined in the schedule found in Section IV.

Section II. Review of Project Design and Preparation

The Louisiana State University Agricultural Center (LSU AgCenter) and its partner institutions presented a proposal to the Office of Agriculture and Food Security, Center for Economic Growth and Agricultural Development, Bureau for Global Programs (G/EGAD/AFS), United States Agency for International Development (USAID)¹. This proposal was submitted in response to a Request for Applications for The Partnerships for Food Industry Development (PFID) Program. The category selected for this proposal was Category I, Meat, Seafood and Poultry.

This proposal was a combined cooperative effort of all partners, and presented a global strategy which included assessments, support mechanisms, capacity building and the fostering of business partnerships. The program was anchored on the following themes: 1) industry awareness; 2) support mechanisms; 3) post-harvest and processing technologies; 4) capacity building; and 5) business partnerships.

This “Phase I” of the PFID-MSP, was designed to produce a large and positive impact on the key institutions and people involved in the meat, seafood and poultry processing industries. The implementation approach involved a five-stage process: 1) industry assessment/crosscutting analysis; 2) assembly of key stakeholders; 3) identification of critical issues, prioritization of needs, and impact on local cultures; 4) development of solution strategies; and 5) implementation of strategies.

The proposal provided concrete technical assistance and links among the food industry with U.S. counterparts. Technical assistance included assessment of the industry chains and the development of solutions (technology advancement, institutional capacity building, human capacity building); establishment of support systems, linkages and business partnerships; and the understanding and development of food safety, sanitation and standards. Resulting commercial gains for the food industry included improvement in food plant efficiencies, improved plant capacity utilization, and product quality improvement. These were shown to result in increased earnings, employment and export potential. These results also increased the demand for the raw product, which in turn will enhance incomes of agribusinesses and small farmers.

This Phase I program’s accomplishments included: 1) Awareness of critical issues created among leaders in the industry, academic/research institutions and consumers; 2) Industry status

¹ This office has since been reorganized into the USAID Economic Growth, Agriculture and Trade (EGAT) Bureau.

report prepared as a baseline; 3) Solution strategies specific to the Ukrainian and Moldovan environment identified; 4) Workable plans for implementation of solutions (educational, awareness, technology support, partnerships and linkages to harness private sector-government expertise) developed and implemented; 5) The understanding and capacity of regulatory and consumer organizations enhanced; 6) Institutional capacity, particularly at local universities and research institutions for training in food safety and, Hazard Analysis Critical Control Point (HACCP) systems, technologies, and regulatory issues enhanced; and 7) Local institutions able to support policy makers in the areas of food safety, sanitation and standards issues, as well as working to align local standards to WTO and CAC guidelines.

The management structure for this program was designed with the guiding principles of communication and collaboration. To this end a simple and effective approach was proposed to ensure systematically articulated and coordinated implementation without compromising accountability and oversight. Program implementation also included monitoring and evaluation as integral and indispensable elements of sound management.

In April and May 2004, the LSU AgCenter submitted a scope of work and budget for a Phase II of PFID-MSP. Target areas for Phase II included the following:

- Central America, with an initial focus on Nicaragua;
- Southern Africa, with an initial focus on South Africa; and
- Eastern Europe/CIS, with an initial focus of expanding the Ukraine-based International Institute for Food Safety and Quality's operations within the region.

A. Region-Wide Objectives and Outcomes

The specific objectives to be met in Eastern Europe/CIS through the PFID-MSP Project's Phase II include the following:

- 1) Build on the Ukraine-based International Institute for Food Safety and Quality's (IIFSQ, an institute established as a result of PFID-MSP's Phase I activities) capacity as a platform to provide HACCP training through:
 - Continuation of its training activities for basic HACCP certification in Ukraine and Azerbaijan;
 - Geographical expansion into Moldova and Georgia, as well as assessment of expansion possibilities in Kazakhstan;
 - Programmatic expansion to include training in HACCP auditing; and
 - Establishment of satellite centers (under the direct authority of the IIFSQ) in Moldova, Georgia and Azerbaijan.
- 2) Present seminars on compliance with the US Food Security Act of 2002, including implementation of the following activities:
 - Presentation of seminars on Risk Assessment to governmental officials, university researchers, industry representatives and consumer groups.

- Develop cooperative Risk Assessment strategies.
 - Conduct a regional conference on Risk Assessment.
- 3) Through the auspices of the IIFSQ, establish a Better Process Control School (BPCS) to serve the fore-mentioned Eastern Europe/CIS region to facilitate approved FDA training and provide an acceptable methodology to eliminate serious food safety concerns related to low-acid canned foods.

In meeting these objectives, PFID-MSP anticipates the following outcomes:

- In-Country Satellites (ICSs) will be established in three target countries besides Ukraine (the IIFSQ's current base): Azerbaijan, Georgia and Moldova;
- IIFSQ staff will provide recognized EU-supported certification in HACCP to at least five plants;
- IIFSQ staff will train at least an additional 100 participants for basic certification in HACCP;
- At least three food safety policy initiatives will be advocated by the IIFSQ and/or its ICS up to their passage by a national governing body;
- At least five plants will show progress toward compliance with US bio-security legislation (provided that firms are already exporting to the US or intend to do so); and
- IIFSQ staff will train at least 100 participants in a regionally established Better Process School.

In addition, PFID-MSP staff will contact potential stakeholders in Kazakhstan and explore possible associate award support from that country's USAID mission.

In June 2004, USAID/EGAT authorized the PFID-MSP's Phase II, allowing the LSU AgCenter and WFLO to begin these activities by January 2005.

B. Outcomes and Project Design Specific to Ukraine

While this Project component is regional in nature, the LSU AgCenter anticipates that Ukraine will remain the base country for the IIFSQ's actions. The IIFSQ will be based at the Kyiv National University of Trade and Economics (KNUTE), which will provide the venue for the regional seminar on risk assessment and the Better Process School.

In meeting this component's three objectives, PFID-MSP anticipates the following outcomes specific to the Ukrainian food industry:

- IIFSQ staff will provide recognized EU-supported certification in HACCP to at least two plants;
- IIFSQ staff will train at least an additional 40 participants for basic certification in HACCP (starting in 2006);

- At least one food safety policy initiative will be advocated by the IIFSQ up to its passage by a national governing body;
- At least two plants will show progress toward compliance with US bio-security legislation (provided that firms are already exporting to the US or intend to do so); and
- IIFSQ staff will train at least 40 participants in a regionally established Kyiv-based Better Process School (starting in 2005).

Section III. First Annual Work Plan

This section describes the initial activities relating to the Project's three objectives in Eastern Europe/CIS. These activities are outlined in the schedule found in the next section.

The schedule also lists Project start-up activities, such as negotiation/execution of a sub-agreement with the IIFSQ and the identification of In-Country Satellites (ICSs) of the IIFSQ in Moldova, Georgia and Azerbaijan. This will include the hiring, orientation and training of any staff that the Ukrainian partner requires to fulfill its obligations under the sub-agreement. LSU's AgCenter also has to implement the initial planning of its Project Team, which will involve developing a consensus among the team regarding project methodologies.

Preliminary contacts also will be made to initiate working relationships with food industry and agencies in Ukraine, Moldova, Georgia, Azerbaijan and Kazakhstan, and to prepare meetings for the subsequent team visit in May and June.

A. Project Objective # 1 – IIFSQ Expansion

As a result of its participation in Phase I, the IIFSQ already has established itself as a repository to address FSQSC issues in Ukraine. The project activities to be address to meet this Project Objective will facilitate the IIFSQ's programmatic expansion to promote food safety and quality in the region. Project staff will help enable the stakeholders in the regional processing industries to enhance and apply their skills in Hazard Analysis and Critical Control Points (HACCP). Project staff also will help the stakeholders in the processing industry to establish a sustainable regional framework that promotes HACCP and other food safety and quality concepts long after the Project's conclusion. Based on the premise that Safety, Quality and Efficiency are the three basic prerequisites to improving Profitability, the proponents contend that the capacity building and implementation of proposed activities will increase income and expand markets for targeted plants. As such, this core activity could be considered a trade enhancement program, which will provide stakeholder processors with market expansion opportunities leading to expansion in production, sales and employment.

In 2005, activities will initiate PFID-MSP efforts to meet this objective will include:

- a) Assessment – Staff from the IIFSQ and the LSU AgCenter will travel throughout the target countries and assess the degree to which HACCP principles are being followed for both commodity types (meat & poultry and seafood). The Project team will also begin the process by which PFID-MSP identifies the candidates for subsequent training courses.

- b) Institutional Establishment – In response to the needs in Moldova, Georgia and Azerbaijan, existing food safety and quality organizations will be enhanced or new ones will be created to serve as ICSs for the IIFSQ in each country.
- c) HACCP Audit Training - NSF International’s Center for Public Health and Safety Education offers a course in HACCP Auditor Training. The course is design to teach the HACCP system auditing using the established guidelines of the ISO 9000 style audit. Participants will learn to complete a “desk audit” of a HACCP plan and how to verify compliance on site. PFID will arrange for two IIFSQ staff members to attend this course at Ann Arbor MI in October 2005.

B. Project Objective # 2 – Food Security Capacity Building

Since 9/11, significant bio-security implications have arisen for international food industry development and trade. The Public Health Security and Bio-terrorism Preparedness and Response Act (PHSBTPRA) of 2003, requires all international processors selling in the United States to register with the FDA or FSIS by December 2003, maintain extensive records and provide prior notification of all shipments. This concept uses risk analysis, risk management and risk communication to minimize food safety consequences in the food chain. In promoting this science-based concept, PFID-MSP in conjunction with IIFSQ in Ukraine will stress the need for cooperation among university scientists, government officials, food industry associations and other educational outreach media to reduce food-born illness risks to consumers.

In 2005, this objective can be addressed through the following items:

- a) *Assessment* – PFID-MSP will assess the degree to which the provisions of PHSBTPRA are understood and followed by processors in the region.
- b) *Training* – Instruction will include topics on PHSBTPRA compliance and related concepts such as risk assessment modeling
- c) *Follow-up* – The IIFSQ will monitor the degree to which PHSBTPRA knowledge and compliance has improved over the duration of the project activity, as well as the resulting impact on exports.

C. Project Objective # 3 – Better Process School

In July 2004 PFID-MSP sponsored the director of the IIFSQ and a professor of the Kyiv National University of Trade and Economics (KNUTE), as well as two Moldovans, to participate in the Better Processing School. This program provided the participants with the opportunity for technical training and hands-on experience in processing and canning. Upon negotiations with FDA and the Institute of Food Technologies (USA) it was decided to conduct BPS in Kyiv in June of 2005. This will be a milestone in the IIFSQ’s development as a center for the regional promotion for Food Safety and Quality. The Better Process Control School manual will be translated into Russian prior to the meeting and team of instructors from the US will participate in the Kyiv course. The US-based team will include representatives of the LSU AgCenter and FDA auditors.

D. PFID-MSP Interventions Specific to Ukraine

All the first-year work items that are described in the past three sub-sections will initiate in Ukraine, the base of the IIFSQ. In addition, the following work items will emphasis specific to that country.

1) IIFSQ Expansion

- a) *Assessment* – The IIFSQ will be able to draw on its Phase I experience in determining HACCP compliance in Ukraine. Therefore the Project team will concentrate on identifying candidates for subsequent training courses, as well as exploring how non-PFID funds can be for the course fees. This will include persuading stakeholder industries in to use their own capital to invest in capacity development.
- b) *HACCP Audit Training* - The two IIFSQ staff members who will attend this course and later use the knowledge gained in inspecting and certifying plants will be Ukrainians.

2) Food Security Capacity Building

- a) *Assessment* – The IIFSQ will follow up on the 2004 seminars given by Dr. Michael Moody of the LSU AgCenter and Ms. Barbara Montwill to determine the degree to which the seminar participants have adopted the proposed principles.
- b) *Training* – These courses will be at least initially held at KNUTE and, in this year, at least twenty Ukrainians will attend the courses on PHSBTPRA compliance and related concepts.
- c) *Follow-up* – The IIFSQ will begin the monitoring process in Ukraine.

- 3) *Better Process School* – The first course of the region (to be scheduled for 2004) will be held in Ukraine and, in this year, at least twenty Ukrainians will attend.

E. Monitoring and Evaluation

To ensure that the various Project teams have the capacity to fulfill their responsibilities, some general activities that cut across the fore-mentioned objectives must be achieved. These include the establishment of those teams in the U.S. and the region, through recruitment (previously mentioned as a start-up activity), discussion of functions, communications and reporting. Facility and logistical needs also must be met. Implementation, meeting and reporting schedules must be clearly communicated to all Project staff.

Section IV. Schedule of Project Activities

| Activity | Targets | Indicators | Results |
|--|---|--|---|
| January – February 2005 | | | |
| <i>Project Startup</i> | | | |
| Negotiation/execution of sub-agreement with IIFSQ | To determine respective roles and responsibilities for each partner | Cooperative agreement between LSU AgCenter and IIFSQ signed and initiated | Each partner conducting activities relating to respective roles |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| Assessment of HACCP Compliance | Develop assessment plan and gather initial background information | <ul style="list-style-type: none"> • Assessment plan outlining key personnel and roles is identified • Background information/ literature review and IIFSQ's experience in Ukraine documented • Travel throughout Ukraine and to other countries for assessment is scheduled | Assessment process can continue |
| <i>Project Object #2 – Food Security Capacity Building</i> | | | |
| Assessment of Bio-Security Compliance | Develop assessment plan and gather initial background information | <ul style="list-style-type: none"> • Assessment plan outlining key personnel and roles is identified • Background information/ literature review documented (with emphasis on follow-up in Ukraine to Moody/Montwill seminars) • Travel throughout Ukraine and to other countries for assessment is scheduled | Assessment process can continue |
| Training | Initial preparation | Initial travel planner documenting itinerary and course outline | Preparation can be completed by deadline |

| Activity | Targets | Indicators | Results |
|--|---|---|---|
| <i>Project Object #3 – Better Processing School</i> | | | |
| First School in Kyïv | Initial preparation | <ul style="list-style-type: none"> • Initial travel planner documenting Itinerary and Course Outline • Initial translation of BPC manual • FDA official accepts invitation | Preparation can be completed by deadline |
| <i>Management, Monitoring and Evaluation</i> | | | |
| Establishment of IIFSQ’s logistics, office, communication facilities, etc. | Confirmed availability of office space in KNUTE and sources of office equipment | Documented commitment of KNUTE re facilities and equipment sources | The best sources of facilities and equipment will be identified |
| March – April 2005 | | | |
| <i>Project Startup</i> | | | |
| Project Registration | Registration and accreditation of PFID-MSP (Phase II) in Ukraine | Completion of appropriate documents | IIFSQ can legally conduct operations in Ukraine |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| Assessment of HACCP Compliance | Conduct on-site assessment | Documented collection of data in each of Ukraine and three other countries, including identification of training participants (at least 40% of whom should be Ukrainians) | Assessment report can be prepared |
| Selection of ICSs | Identify pools of candidate institution in each of three countries | Identification of at least one candidate each in Moldova, Georgia and Azerbaijan | PFID-MSP can select the most qualified candidates for ICSs |
| <i>Project Object #2 – Food Security Capacity Building</i> | | | |
| Assessment of Bio-security compliance | Conduct on-site assessment | Documented collection of data and submission of report | LSU AgCenter-base technical specialist has information appropriate to his seminar |

| Activity | Targets | Indicators | Results |
|--|---|---|---|
| Training | Continued preparation | Documented completion of program design, training materials, venue selection and confirmed list of instructors and participants (at least 40% of whom should be Ukrainians) | Training can be conducted |
| <i>Project Object #3 – Better Processing School</i> | | | |
| First School in Kyiv | Continued preparation | Documented completion of program design, training material translation, venue selection instructors and confirmed list (of instructors, FDA observers and participants) | Training can be conducted |
| <i>Management, Monitoring and Evaluation</i> | | | |
| Establishment of logistics, office, communication facilities, etc. in Eastern Europe/CIS | Occupy office space and identify office equipment | Documented rental contract, purchase orders or similarly appropriate documentation | PFID-MSP operations can commence |
| May – June 2005 | | | |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| Assessment of HACCP Compliance | Prepare assessment report | Documented report with analysis, conclusions and recommendations | PFID-MSP has programmatic framework on which it can base its FSQ activities in the region |
| Institutional Establishment | Identification of ICS | Documented identification of: <ul style="list-style-type: none"> • Existing FSQO to be enhanced or • New FSQO to be created | A working relation can be established between the IIFSQ and the newly identified ICSs |
| HACCP Audit Course | Initial preparation | Initial travel planner documenting participants, registration and itinerary for two Ukrainian IIFSQ staff members | Visa submission and other travel preparation can be completed by deadline |
| <i>Project Object #2 – Food Security Capacity Building</i> | | | |
| Training | Conduct of course in June | Training report and at least 25 (of which at least 15 are Ukrainians) participants' certification of completion | Participants have capacity for bio-security compliance |

| Activity | Targets | Indicators | Results |
|--|---|--|---|
| <i>Project Object #3 – Better Processing School</i> | | | |
| First School in Kyïv | Conduct of course in June | Training report and at least 40 (of which at least 20 are Ukrainians) participants' FDA certification of completion | Participants have capacity for bio-security compliance and IIFSQ can conduct the course in 2006 |
| July – August 2005 | | | |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| Institutional Establishment | ICSSs' organizational development and in-country registration | ICSSs are registered as national FSQOs and have institutional capacity for same | A working relation can be established between the IIFSQ and the newly identified ICSSs |
| HACCP Audit Course | Continued preparation | Confirmed course registration, visa and travel itinerary | Participants can take the course in October |
| <i>Project Object #2 – Food Security Capacity Building</i> | | | |
| Follow-up | Develop follow-up plan | <ul style="list-style-type: none"> Assessment plan outlining key personnel and roles is identified Travel throughout Ukraine and to other countries for follow-up is scheduled | Assessment process can proceed |
| <i>Management, Monitoring and Evaluation</i> | | | |
| Establishment of Monitoring/Evaluation procedures and work items | To determine Project's M&E system | Project's M&E plan prepared and submitted in August SAR | M&E system in place and criteria available to measure Project success |
| September – October 2005 | | | |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| Institutional Establishment | <ul style="list-style-type: none"> Contract negotiation with ICSSs Determination of working terms between IIFSQ and ICSSs | Signed subcontracts and draft Scopes of Work for ICSSs | A working relation can be developed between the IIFSQ and the ICSSs |
| HACCP Audit Course | Participation in October | Training report and two Ukrainian participant's NFA certification of completion | Participants have recognized capacity to conduct HACCP audits |

| Activity | Targets | Indicators | Results |
|--|--------------------------|--|---|
| <i>Project Object #2 – Food Security Capacity Building</i> | | | |
| Follow-up | Implement follow-up plan | Report of initial technical assistance provided in this area and recommendations | Assessment process can continue |
| November 2005 – January 2006 | | | |
| <i>Project Objective # 1 – IIFSQ Expansion</i> | | | |
| HACCP Audit | Follow-up plan | Initial planning document for HACCP inspection and certification in Ukraine and other countries | Participants demonstrate capacity to conduct HACCP audits |
| <i>Project Object #3 – Better Process School</i> | | | |
| 2006 School in Region | Preparatory activities | Planning document including: <ul style="list-style-type: none"> • Revised program design (relative to 2005 BPCS) • Venue selection and logistical issues | BPCS can be conducted in June 2006 |
| <i>Management, Monitoring and Evaluation</i> | | | |
| Year 2 (6) Planning | Preparation of AWP | 1 st Draft submitted | 2 nd AWP can be finalized |