SATNET ASIA

Innovation network for food security and poverty reduction

National Training on Electronic Traceability for Trade Facilitation and Smallholder Integration

Namgay Heritage Hotel,
Thimphu, Bhutan, 16-18 June

UNITED NATIONS ESCAP Economic and Social Commission for Asia and the Pacific
CAPSA Centre for Alleviation of Poverty through Sustainable Agriculture
APCTT
FSC Food Security Center
AVRDC The World Vegetable Center
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The Network for Knowledge Transfer on Sustainable Agricultural Technologies and Improved Market Linkages in South and Southeast Asia (SATNET Asia) aims to support innovation by strengthening South–South dialogue and intraregional learning on sustainable agriculture technologies and trade facilitation. Funded by the European Union, SATNET facilitates knowledge transfer through the development of a portfolio of best practices on sustainable agriculture, trade facilitation and innovative knowledge sharing. Based on this documented knowledge, it delivers a range of capacity building programmes to network participants.

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1 Programme

16 June – What is E-Traceability	
8:00-8:30	**Registration**
8:30-09:40	**Welcome address :** Ms Kinley Pelden, Chief, Regulatory Control, Bhutan Agriculture and Food Regulatory Authority (BAFRA) Mr. Khan Salehin, Assoc Economic Affairs Officer, UN Economic and Social Commission for Asia and the Pacific (ESCAP)
09:40-10:10	**Introduction of participants and scope of the training**
10:10-10:30	**Agricultural trade facilitation and Regional Experiences in the Asia-Pacific,** *Khan M.F. Salehin, ESCAP*
10:30-10:50	Tea/coffee break
10:50-11:20	**The importance of e-traceability for inclusive, safe, accessible food production for the world market,** *Heiner Lehr*
11:20-12:30	**Session 1: Electronic traceability: the theory,** *Heiner Lehr* • Concepts • The cornerstones: the principle of unique identification and the principle of documenting transformations • Tracepoints and critical path methods • Internal vs external traceability • Different types of traceability systems • Stakeholder benefits of electronic traceability Discussion of the presented material with attendees
12:30-13:30	Lunch and networking opportunity
13:30-15:00	**Session 2: Food information systems and their design,** *Heiner Lehr* • Definition of food information systems • Case studies: o Process: Halal traceability o Origin: Palm oil traceability o Social: Coffee traceability • The layer model of food information system • The dimensions of a food information system: depth, width, breadth and precision • Relevant traceability standards • Milestones towards the implementation of large scale e-traceability systems
15:00-15:30	Tea/coffee break
15:30-16:30	**Session 3: Electronic Traceability in Bhutan** • Electronic traceability initiatives and smallholder integration in Bhutan: Challenges and opportunities, *Kinley Pelden, Chief, Regulatory Control, BAFRA* • Findings from the BPA Study for Bhutan's export of oranges to and import of juices from Bangladesh, *Mr. Achyut Bhandari, ADB Consultant*
16:30-17:30	**Recap of the day and feedback from the participants**

17 June – Design and Implementation of E-Traceability Systems	
09:00-09:15	Recap of Day 1
09:15-10:30	**Session 4: Unique identification – a crash course,** *Heiner Lehr* • Why globally unique identification and why not local identification • Who's who in global identification and what they offer • What do we need identification for • Data carriers and code size limitations • The challenge of smallholder identification
10:30-11:00	Tea/coffee break
11:00-12:00	**Session 5: Basic supply chain traceability – how to get smallholders into it,** *Heiner Lehr* • Introduction to a smallholder traceability system
12:00-13:00	Lunch and networking opportunity
13:00-16:00	**Session 6: Practical exercise in groups,** *Heiner Lehr* • Design and implementation of aquaculture traceability system • Design and implementation of fresh produce traceability system • Design and implementation of meat processing traceability system
16:00-16:30	**Recap of the day and feedback from the participants**

18 June – Implementation of Traceability	
09:00-09:15	Recap of Day 2
09:15-12:15	**Session 6: Practical exercise in groups,** *Heiner Lehr* • Design and implementation of aquaculture traceability system • Design and implementation of fresh produce traceability system • Design and implementation of meat processing traceability system
12:15-13:15	Lunch and networking opportunity
13:15-14:00	**Session 7: Implementation strategies,** *Heiner Lehr* • The role of laws and regulations in the adoption of traceability (with examples) • The ownership challenge • Case studies: o Public: M-FIT (Malaysia) o Public-private: GrapeNet (India) o Private: Trace Verified (Vietnam)
14:00-14:30	Tea/coffee break
14:30-15:30	**Session 8: Outlook – what's next in traceability?** *Heiner Lehr* • Beyond food safety and origin traceability • Feed optimisation using traceability • Operationalisation of LCA calculations Exercise • Where to get more information
15:30-16:30	**Session 9: e-Traceability to Single Window,** *Sangwon Lim, ESCAP* • Single Window implementation: concept and practice • Linking e-Traceability system to a Single Window • Discussion on challenges and success factors
16:30-17:00	**Recap of the day and feedback from the participants**

2 Participants

Participants came from mostly from the public sector, but some representatives came from the private sector. Some of the institutions that sent representatives were:

- BAFRA
- Department of Agriculture Marketing
- Department of quarantine
- Department of Livestock
- Department of Trade
- Customs (including member of National TF committee)
- National food testing laboratories
- Exporter association
- Royal University of Bhutan
- Agro-food importers
- TF Consultant, ADB
- Other public and private agencies

The general level of knowledge about traceability and electronic traceability of participants was rather low. Participants eagerly learned the new concepts, but came into the training only with a vague understanding what traceability is.

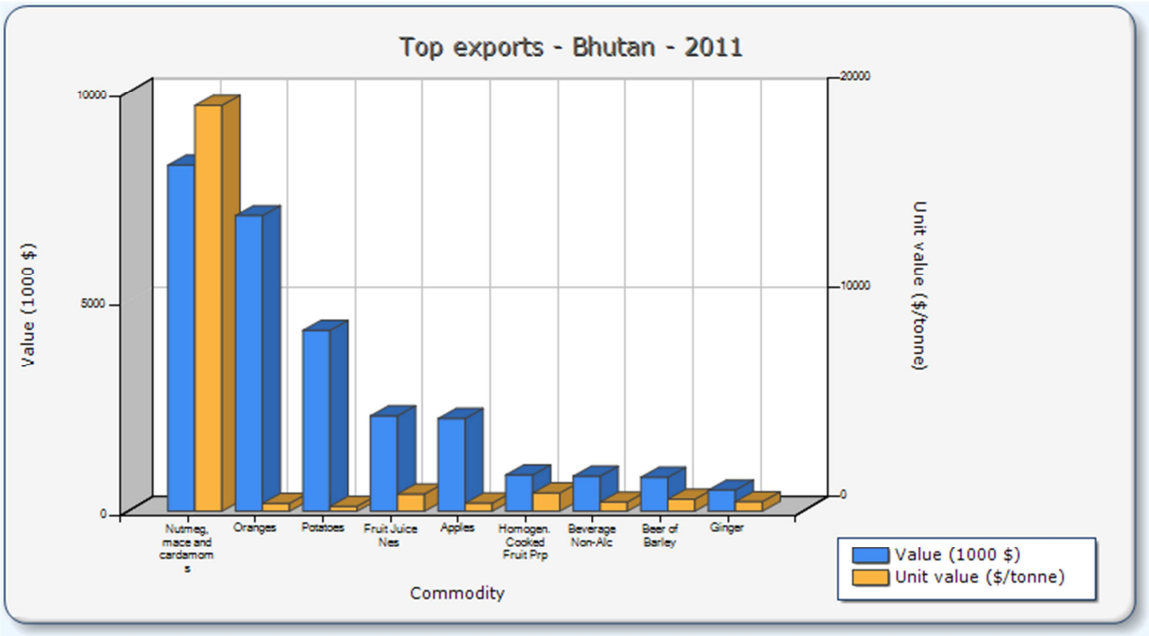
The training was opened by Kinley Pelden, Head Quality Control & Quarantine Division, BAFRA and Mr Khan Salehin, UN ESCAP.

The opening speeches indicated the strong need to strengthen food exports from Bhutan, with the hope that traceability may contribute to that.

3 Volatile production

Agricultural exports from Bhutan are characterised by their overwhelming dependence on trade partner India and Bangladesh and by the extreme volatility – partly a consequence of the almost exclusive trade with neighbouring India and Bangladesh, but partly due to a clear lack of Good Agricultural Practices (GAP) and the connected variability of production.

Figure: The top value exports from Bhutan as by 2011 (Source: FAOSTAT).



In general, it is difficult for farmers and exporters to operate in such an insecure environment. It was the general view of the participants that new markets need to be opened. Bhutan utilising the excellent reputation and even admiration of the Himalaya should be in a pole position to export to high value markets, if quality and safety problems are properly addressed.

Several products were discussed for a premium offering. In particular, the consultant suggested to the Agri-food corporation to look into exporting mineral water to Europe.

Another product, was Red Rice. Bhutanese Red Rice is one of only three red rice varieties in the world

- Red hill rice from Philippines
- (Coloured) red rice from the Camargue

It is a premium product, mostly created by smallholders. The consultant strongly believes that this could be sold in high value markets on the following arguments

- One of the most select rice varieties in the world
- Traditionally farmed on small terraces in the highlands (2,000-3,600m)
- Watered with clear glacier water
- A fine rice grain, rich in healthy fibres, protein and unsaturated fatty acids
- More potassium than Gatorade, and a significant amount of magnesium
- Quick-cooking whole grain
- Nutritional and culinary superstar.

The product is offered currently in the US at about 660 Nu/kg (11 USD/kg). It was offered in Europe at even higher prices. Participants agreed that there was a demand – probably higher than could be met --, but they felt that a traceability system looking at red rice would only benefit a very small part of the community. They chose therefore potatoes with a view to improve GAP and create a Bhutanese brand (called “Himalaya potatoes” during the exercise). Possible exports to high value markets were discussed, but the consultant had difficulties seeing an opening, at least for Europe.

- Europe produces about 200 million tonnes of potatoes a year, Bhutan about 50,000 tonnes.
- European yield is about twice that of Bhutan and producer prices about half
- Potatoes can be stored during longer period without loss in quality
- Imports of potatoes into the EU seem to be strictly limited to a handful of countries

(More detailed information is available in the presentation 02-04 - Practical exercise V140617a.pptx).

4 Day 1 dedicated to training

The opening presentation was delivered by Mr. Khan Salehin for setting the context of the training and providing a background of the project. He introduced Trade Facilitation and regional experiences of facilitating agricultural trade in the Asia-Pacific region. Beginning with some trade flow in and outside the region, he pointed out why agricultural trade is very important for the countries like Bhutan. He then elaborated on defining trade facilitation and various challenges related to agricultural trade facilitation and benefits or saving from implementing trade facilitation measures. His second part of the presentation was about findings from Business Process Analysis (BPA) studies conducted in South and Southeast Asian countries under SATNET Asia project. He shared the key indicators of time, cost and documentation including some key recommendations that are relevant for Bhutan. He showed some graphical output of the BPA studies too.

The first day was dedicated to the introduction of concepts and theoretical concepts of electronic traceability.

In the afternoon there were two presentations, one by Kinley Pelden, Head Quality Control and Quarantine Department on current efforts in traceability in Bhutan.

She provided an overview over export products

- Bulk products, such as oranges, mandarines and apples
- Specialised, high value products, such as Matsutake mushrooms and Cordyceps

A second presentation was given by Achyut Bhandari, ADB National Expert on Trade Facilitation on an ADB Study on Business Process Analysis (BPA) on Export of Orange from Bhutan and Import of Fruit Juice from Bangladesh.

Mr Bhandari also referred to a project in logistics tracking that is currently being carried out.

5 Day 2 training and design exercise

On the second day, participants were introduced to the principle of unique identification. Code design was discussed together with data carrier technologies like barcodes and radio-frequency identifiers.
Then participants were asked to make to two groups (Group A: private sector and Group B: public sector).

The discussion on the product choice was lengthy. Several candidates were discussed, such as organic products, Cordyceps, oranges, apples. Finally an agreement was made to look into potatoes.

Potatoes for export are packed unwashed into sacks on farms and then auctioned off at currently 4 auction yards. At the auction yard they are inspected by the importer and graded based on the visual

inspection as grade A or B (higher price/lower price). After the auction, the importer takes care of the rest of the process. Bhutan has a free trade agreement with India, so limited paperwork is required for sales to India.

Participants were asked to design an electronic traceability system by answering the following questions:

- Determine your needs and how e-traceability can help you
- Map the supply chain and identify the key steps
- Define the scope of the traceability system
  - E.g. food safety, legal compliance, social or environmental standards, …
- Design specific objectives
- Map stakeholders
- Design key indicators for specific objectives
  - E.g. farm name or village name for origin
- Determine identification system
- Determine critical steps for each supply chain partner
- Determine information flow
- Determine data input methodology
- Determine additional data elements to be recorded (standards?)
- What is the added value for each stakeholder?

The groups had the afternoon to fulfil part of this programme. The trainer went back and forth and assisted the groups in focusing and understanding the questions at hand. The trainer also brought the groups into contact at specific times to enable an early view exchange between the private and the public sector.

The private sector group decided to build a brand “Himalaya potatoes” and use the traceability system to support the brand. The main brand rules that were jointly decided by the private and the public sector were

- Origin Bhutan
- From GAP certified farmers only
- Properly graded and packaged

The system has three tracepoints

- Harvest
- Arrival at auction yard
- Purchase agreement

The purchase agreement also contained an agreement of the importer that the potatoes sold were properly packaged and graded.

The private sector decided to build a control system that

- Registered GAP certified farmers
- Allowed certification of each harvest – or if not feasible a significant sample based on risk management practices
- Received from the traceability system statistical data, in particular the mass per farmer (to be aggregated to sub district, district and national level)
- Allowed spot checks

There was good harmony between the public and the private sector. The public sector understood its role as an enabler and controller, while the private sector understood its role as a driving motor of a potential traceability system.

6 Day 3 Implementation strategies and value creation

The third started with a review of the day before and more group work to finalise the above programme. Then group spokespersons explained their findings in detail with feedback between the groups and from the trainer.

This was accompanied by role play on point 12 where one “farmers” and one “importer” were chosen and representatives from the private and the public sector had to convince them to invest 2000 Nu/year (farmer) and 2000 Nu/month (importer). In the case of the farmer, this is roughly equivalent to 20 days’ expenditure, so a considerable sum.

The importer was quickly convinced, mainly on the argument that GAP certification will raise production standards and therefore make supply more consistent. The importer was also impressed by the electronic system as such.

Participants did not find it easy to convince the farmer, a clear sign that they hadn’t thought hard enough about value creation at farm level. In the end, they managed to convince the farmer, based on a combination of goodwill arguments and somewhat hopeful promises of new markets that would lead to higher income. The consultant advised participants not to employ

- Promises of (short term) profits
- Better or even premium prices for their products
- Subsidies for participation

While all these arguments are valid or can be implemented, they might very well create false expectations that will then result in early frustration and ultimately failure of the system.

While the arguments brought forward for other main stakeholders, such as banks, were a very good start, participants did not find it quite easy to come up with really unique selling points. However, it was not to be expected that such arguments could be found in such a small space of time.

It is also a very likely conclusion that a mix of incentives and disincentives will have to be applied, in particular for smallholders. The public sector representatives referred to subsidies (incentives), but also to regulations (disincentives). The private sector representatives referred to increasing the market access (incentive), but also to rules on GAP that would require participation in the electronic traceability system (disincentive).

Participants in general produced very acceptable outputs compared to the initial level of knowledge. The most tangible outcome of the workshop was the promise of a representative of the Livestock Department to jointly organise a traceability roundtable with BAFRA – the first of the trainer’s recommendations to implement traceability.

The Minister of Agriculture and Forestry, the General Secretary of the same Ministry and the Executive Director of BAFRA closed the workshop together with Khan Salehin. The participants received their diploma from the hands of the Minister, a highlight of the training seminar.

7 Feedback from the participants

In general feedback was very positive. Participants were somewhat overwhelmed by the material presented, which is understandable given their lack of previous knowledge. Other than that they expressed their interest in the material presented and felt it was really important to have had this training.

8 Identification of good practice

8.1 For the training

For a country where traceability is completely new, perhaps some parts of the training was too technical and specific. The training is rather intense and some participants find it hard to keep up with the speed.

It is good practice to involve participants actively in the training. However, in the beginning it was difficult to get active participation. This changed very significantly with the practical exercise – from that moment on, participation was very active and discussions were excellent.

8.2 For the subject matter

There was not much evidence of prior knowledge and experience, so it was difficult to identify good practices.

Participants did not know about the importance of globally unique identification, but were eager to adapt to the newly learned knowledge. GS1 was chosen as a provider of identities.

The consultant has some doubts whether potato traceability really does provide market opportunities for Bhutan. However, a general brand connected to GAP could certainly have some chances.

9 Further training needs

The impression was that participants were more or less knowledgeable about food safety, so further training in food safety does not seem necessary.

There is an important need on training for multi-stakeholder development of a national traceability system. The undersigned believes that international bodies could significantly contribute to the success of the aforementioned roundtable by training its participants on multi-stakeholder engagements (such as LivingLabs) and assisting them to design a system that brings value to all participants.

Training in basic traceability seemed necessary for the participants, since the level of knowledge rather low. Perhaps such a training would make most sense after a few meetings of the traceability roundtable and a pre-selection of a food sector. Then a sector-specific could be held to identify means how to build a sector system, e.g. for citrus fruits.

Once an electronic pilot system is in place, training for farmers, processors and government officials will be needed on the use of that pilot system.

10 Recommendations

The trainer would like to make the following recommendations after the training:

- A clearer idea needs to be developed on the use of traceability. For this, it is important to establish a forum or a roundtable for electronic traceability that will allow interaction between public and private sector. It is strongly recommended that the roundtable is limited in size to make discussions more effective. At the same time, the roundtable should invite stakeholders, in particularly also NGOs, to certain meetings to incorporate their view into the design of a national traceability infrastructure. It is also recommended to include international organisations such as UNIDO, UNDP and UN ESCAP and their international experts into the process.

- Finding both a high-level champion as well as a key driver is equally important for success. The Minister himself was very favourable to the implementation of traceability and might be a suitable candidate as a high-level champion.

- Since the level of knowledge in Bhutan is low, the trainer believes that the country should start with a smaller scale pilot project in a chosen commodity and area. The trainer still believes that premium products, in particular red rice, are of interest. However, he recognises that a GAP certification linked brand also has its merits. One of the tasks of the roundtable should be to design such a pilot and search through the champion for adequate funding sources.

- Also the Global GAP group scheme should be evaluated for its use in Bhutan.

The harmony between public and private sector is an excellent pre-condition for success. If there is follow-up, the undersigned believes that an implementation of an electronic traceability system to the benefit of the country is viable.

Annexes

Annex 1: Exercise

Public sector

1. Need to set an E-traceability for Potato
    i. More market access.
    ii. Quality assurance
    iii. Better price for the product
    iv. Ensure good agriculture practice
    v. To ensure trade continuity
    vi. Second most important cash crop exported
    vii. Fair trade
    viii. Benefits the society at large and trace the origin and the location of the product
    ix. Gain consumer confidence

2. Scope of the traceability system
    i. Enhance market
    ii. Food safety management system

3. Specific Objectives
    i. Ensure reliable information about the product.
    ii. Certification of farmers based on Good Agricultural Practice (GAP) criteria.

4. Map stakeholders
    i. Direct stakeholder: Potato Farmers group, Agriculture extension officials
    ii. Enablers: NPPC, BAFRA (QCQD and NFTL), NOP, DAMC, FCB, DRC, DoT, National Post Harvest Centre, AMC
    iii. Spectators: BCCI

5. Key indicators for specific objectives
    i. Total Mass of production.
    ii. 100% Certification of GAP
    iii. Authenticity of the produce

6. Determine identification system
    i. GS1 code to certify the product (Global Location Number-GLN) to identify groups or individual farmers)
    ii. GS1 registration through contract certification
    iii. Global Service Relationship Number (GSRN) to identify individual farmers

7. Critical steps in supply chain (Recording Keeping)
    i. Registration of farmer
    ii. Certification of product based on GAP criteria
    iii. Issue phyto-sanitary certificate (PSC)
    iv. Food global gap certification

8. Determine Information flow
    i. Collect information from farmers, auction yard and exporters
    ii. Information on mass (Internal production by gewog/Dzongkhag/country and demand of importers
    iii.
9. Data input methodology
    i. Recording keeping form for farmers
    ii. Development of database system

10. Determine additional data elements to be recorded
    i. Grading of products
    ii. Seasonal meteorological data
11. Value addition for each stakeholder
    i. Gain more access to international market-more ensure better returns to farmers
    ii. Open more bilateral agreements with trading countries.
    iii. Opening of more auction yards for shorter transportation distance and provide more space.
    iv. Develop farmers portal to advocate farmer's product.
    v. Provide proper storage facilities for durable storage of product.

Private sector

The private sector did not provide notes in an electronic form.

Annex 2: Training Evaluation

Introduction

This training aimed to provide a broad overview on electronic traceability for agricultural trade facilitation and smallholder integration to increase awareness on key issues for better operation, and promote food supply chain management. A total of 22 persons were from related offices of Bhutan participated in the training. Out of these, 13 were from the Ministry of Agriculture and Forests, one from Ministry of Finance; four from university, association and private sectors, and another four were from unknown offices. Twenty-two participants filled in the evaluation questionnaires – 13 were Male and 9 were Female.

Usefulness of the content and quality of processes and logistics

Participants were invited to rank the usefulness of the training content and quality of processes and logistics from 'excellent' to 'poor'. Scores were given for each evaluation criteria – poor – 1, fair – 2, good – 3, and excellent – 4. The table below presents the results. In terms of content, participants evaluated each key session. The session that the highest number of participants (62%) rated 'excellent' is Topic: The smarter food vision inclusive, safe, and traceable. Other session that was also rated excellent by more than half the participants is: Session 6: Practical exercise in groups. Most sessions rated good by more than half the participants include: Topic: Agricultural Trade Facilitation: An Overview and Regional Experience, Session 1: Electronic traceability: the theory, Session 2: Food information systems and their design, Session 3.2: Presentation on DRAFTADB Study on Business Process Analysis (BPA), Session 4: Unique identification, Session 5: Basic supply chain traceability, and Session 8: Outlook – what's next in traceability? The average score for all content was calculated as 3.2 (4 – the highest).

In terms of training processes, the majority of participants ranked them excellent – 55% for agenda and flow, and 59% for facilitation and feedback. The overall score for processes was calculated as 3.5.

In terms of impact, most participants rated them as 'good' – 57% and 70% for knowledge increase and future application respectively. Logistics were considered 'excellent' by most participants.

For content only, some participants have knowledge of the session prior to training. The session that the highest number of participants (23%) had background knowledge is Session 5: Basic supply chain traceability.

		Knowledge prior to training	Excellent (4)	Good (3)	Far (2)	Poor (1)	Average score
Impact	The training increased my knowledge on the issues		38%	**57%**	5%		3.3
	I am able to use the knowledge and skills acquired to formulate/implement trade and trade facilitation policies		10%	**70%**	20%		2.9
Content	Agricultural Trade Facilitation : An Overview and Regional Experience	14%	23%	**62%**	15%		3.1
	The smarter food vision inclusive, safe, traceable	5%	**62%**	23%	15%		3.5
	Session 1: Electronic traceability: the theory	5%	44%	**50%**	6%		3.4
	Session 2: Food information systems and their design	14%	25%	**69%**	6%		3.2

		Knowledge prior to training	Excellent (4)	Good (3)	Far (2)	Poor (1)	Average score
	Session 3: 1. Electronic Traceability in Bhutan	5%	18%	35%	**41%**	6%	2.6
	2. Presentation on DRAFTADB Study on Business Process Analysis (BPA)	9%	21%	**71%**	7%		3.1
	Session 4: Unique identification	9%	28%	**61%**	11%		3.2
	Session 5: Basic supply chain traceability	23%	39%	**50%**	11%		3.3
	Session 6: Practical exercise in groups	9%	**61%**	33%	6%		3.6
	Session 7: Implementation strategies	5%	**42%**	32%	36%		3.2
	Session 8: Outlook – what's next in traceability?	5%	32%	**53%**	16%		3.2
	Session 9: e-Traceability to Single Window Implementation	0%	31%	**38%**	31%		3.0
Process	Agenda and flow		**55%**	36%	9%		3.5
	Facilitation and feedback		**59%**	32%	9%		3.5
Logistics	Pre-meeting communication		30%	**45%**	25%		3.1
	Presentations		**59%**	36%	5%		3.5
	Meeting facilities		**55%**	36%	9%		3.5
	Food		**50%**	45%	5%		3.5

The level of overall satisfaction with the training

The majority of participants (50%) indicated that the training met their satisfaction to a large extent. For 35% and 15% participants, the satisfactions were met to very large and moderate extent respectively.

Expectations

About 71% of the participants rated the training as 'good' and 24% and 5% as 'excellent' and 'fair' respectively. Nobody perceived it as poor.

Ability to use new knowledge and skills

When asked what extent their organization will make use of their newly acquired knowledge and skills (very large, large, moderate, small), they provided the feedback below. About 62% participants indicated they will be able to use the new knowledge moderately. About 28% and 10% indicated that they will be able to use largely and very largely respectively. None of the participants responded "small extent". One person did not answer this question.

	Very large	**Large**	**Moderate**	**Small**
% of participants	10%	28%	**62%**	0%

Aspects to be improved in the future

This section indicates the key areas that will be taken into consideration in the organization of similar events in the future. These areas are based on the suggestions that participants expressed during the evaluation:

- **Time**: One participant thought that the training course was too tight to allow him to absorb all training material and topics within such a limited period. Therefore, he suggested at least 5 days are required to this type of training.

- **Theory versus practice**: Six participants thought that in addition to theoretical sessions, practical sessions as role plays or group work need to be included in this kind of training to help them better understand the subject. One participant suggested that there should be the successful case studies on e-traceability of food supply system in the training. They felt that getting more practice would help them improve implementation. Four participants commented that they liked practical exercises in the programme very much. One participant satisfied as his office want to build e-traceability system for food items importantly and the exercises help him learn and remember more.

- **Content**: Three participants shared feedback related to the training content. They suggested that the course should try to implement e-traceability in short way/method practically. Finally, according to two participants, this training has relevant in context and growing concern of food safety in Bhutan, including on time to sensitize Bhutanese counterparts.

- **Speaker and presentation**: One participant suggested that the slide presentation should be improved the visibility. One participant commented that the resource persons were knowledgeable and good in communication.

- **Coordination**: Four participants commented that everything was up to the satisfaction. The training was very knowledgeable and well-coordinated.

Additional comments:

- "I wish to have more of such trainings in the future," Min Prasad Timsina, NDDC, Yusipang, Dept. of Livestock.
- "The logistics part was excellent," Sonam Tobgay, Sonam Thundrel Export & Import.
- The meeting could be improved in the future, according to Phub Dem, Leko Packers.
- "Improve pre-meeting communication," Prabhat Kumar Mukhia, Department of Forests & Park Service, Thimphu.
- Internet facility in meeting room could have been free and could have placed sweets/gum on table to keep participants awake, according to Penjor, CNR, RUB, Lobesa, Punakha.

This evaluation will be taken into consideration when designing other workshops in the future.

Annex 3: List of Participants

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