



GLOBAL FOOD SAFETY PARTNERSHIP (GFSP)

Key Outcomes

Strategy Retreat, June 4-5 2015

Towards GFSP Strategy 2015-2020

I- INTRODUCTION

During the December 2014 Annual Conference of the Global Food Safety Partnership in Cape Town, members of the GFSP Leadership Group and other Conference participants voiced support for a reconsideration and refinement of the GFSP Strategy in order to strengthen the Partnership and create a sustainable path forward. As such, members of the extended Leadership Group participated in a Strategy Retreat in Vienna, Austria, on June 4-5, 2015, hosted by the United Nations Industrial Development Organisation (UNIDO) to discuss the development of a strategy for the GFSP for the period 2015-2020. The list of participants to this meeting is appended at Annex 1. The Strategy Retreat was preceded by a consultation and engagement period with members of the GFSP Leadership Group and the extended GFSP stakeholder community, spanning from March 26th to May 23rd, 2015. The consultation enabled the gathering of input and insights into the current functioning of the GFSP to support the development of a vision for the future, including an updated strategy of the GFSP, for the period 2015-2020. Feedback gathered during the Cape Town Conference was also taken into account in this process.

This summary is aimed to present a record of the key outcomes of the discussions that took place during the Strategy Retreat and relevant decisions, but is not meant to capture all aspects of the conversations.

II- DISCUSSION OF VALUE-ADDED FOR THE GFSP AND THE NEED FOR SUCH AN INITIATIVE AT THE GLOBAL LEVEL

This discussion attempted to better characterize the “raison d’être” of the GFSP. It was aimed to collect various perspectives related to the value-added of such an endeavour and the “what’s in it for me/us” factor. Through discussions regarding the unique benefits and value-added of the Partnership, participants reached common ground on a number of foundational perspectives, including:

- GFSP offers a unique platform for discussions between public, private and academic partners and relevant international organisations, on food safety issues and in particular on food safety capacity building;
- GFSP offers a unique platform for public and private sector partners to more deeply engage with international organisations with oversight responsibility for food safety i.e., FAO, WHO and for some aspects, OIE. These organizations have a broad level of oversight on food safety and food safety capacity building at the global stage and can serve in a critical advisory role in supporting and influencing food safety capacity building initiatives in which the GFSP is engaged, to help guide these initiatives, to foster the adoption and implementation of food safety practices that are consistent with international standards. By working together, public partners, private partners, educational institutions and international organisations are likely to achieve better results in building food safety competencies than each working alone;
- As well as providing a platform for global coordination and as a convenor of the global dialogue, GFSP also offers opportunities to lead, influence and steer food safety capacity building locally, regionally and globally in a manner that prevents duplication and leverages existing resources and competencies amongst partners;
- Food safety capacity development is a costly undertaking, with considerable investments being made by public and private partners. The GFSP is a platform for constructive conversation, across borders and boundaries, and has the potential to become the uniting mechanism that helps break through barriers and institutional silos in a way that will identify and facilitate action on opportunities for collaboration and synergies;
- GFSP offers a «**Platform**» to convene food safety capacity building actors «globally» to support and foster «local» and targeted partnerships;

III- CONFIRMATION OF THE MISSION OF THE GFSP:

The mission of the GFSP was thoroughly discussed and two statements were retained as a result of these discussions. It was concluded that the mission statement would be finalised as part of the Strategy Document 2015-2020, based on the following two statements:

- The mission of the Global Food Safety Partnership is to **enable better, more coordinated and integrated** public and private partnership in food safety capacity development globally, to improve public health and economic development outcomes.
- The mission of the Global Food Safety Partnership is to **enable strong and effective** public and private partnership in food safety capacity development globally, to improve public health and economic development outcomes.

It was agreed that the GFSP Secretariat would use the outcomes of the discussion to develop a consensus mission statement.

Participants reached consensus that a positive «tag line» or «banner» for the GFSP could read:

Global Platform – Local Partnerships

IV- STRATEGIC VISION STATEMENT FOR 2020:

The discussion related to creating a Vision statement for the GFSP by 2020 (i.e. the status of the GFSP upon implementation of its strategy 2015-2020) resulted in the following consensus statement:

By 2020 the GFSP aims to be the preeminent public private enabler, catalyst and knowledge-sharing hub for global food safety capacity building initiatives.

V- ROLE AND OPERATING MODEL

There was general consensus about the need to more clearly state the purpose of the GFSP, to clarify its role in contributing to food safety outcomes, to simplify the operating and governance arrangements of the GFSP, and to ensure that future arrangements deliver tangible outcomes with visible early wins.

To that effect, participants agreed that the GFSP will act as a robust **Platform** to foster public private food safety capacity building partnerships that deliver measurable improvement in food safety capacity globally. Meeting participants proposed that the GFSP platform should have two core functions: 1) as course setter; and 2) as resource mobilizer, described as:

- 1) Acting as the course setter and global advocate for food safety capacity building, through:
 - a) identifying issues and priorities;
 - b) setting the course and influencing directions of food safety capacity building investments globally, through input from public and private partners; and
 - c) harnessing the expertise made available by these partners.

The course setter function would be supported by a robust analytics capability, for use in measuring success of GFSP activities, and for informing future course corrections, as appropriate. The analytics function will be performed by the dedicated, professional GFSP Secretariat.

- 2) Acting as the coordinator, to convene and mobilize resources in support of key food safety capacity building initiatives that will deliver improved food safety capacity. Such capacity building initiatives will be initiated **upon request from partners**¹ and will be enabled through access to the vast network of food safety players, and tapping into the expertise and resources made available through the partnership. This latter function will be undertaken when initiatives for which GFSP support is sought meet certain criteria regarding, for example, their expected global impact and their potential to serve as a model amenable to replication and further scaling-up. These initiatives may have their own sources of funding or could seek the GFSP's convening support to enable access to funding (fully or partially). GFSP's support may also enable the

¹ Partners include financial and in kind contributors, beneficiaries and implementing organizations.

formation of partnerships of players who agree to pool resources in order to deliver specific capacity building efforts.

The **Global Platform** would therefore facilitate the identification and prioritization of needs, bring its convening power to bear on resourcing initiatives in response to such needs, analyze and report on the effectiveness of capacity building initiatives and best practices in this regard and, when asked, coordinate **local** or regional **partnerships** in food safety capacity building (subject to available resources).

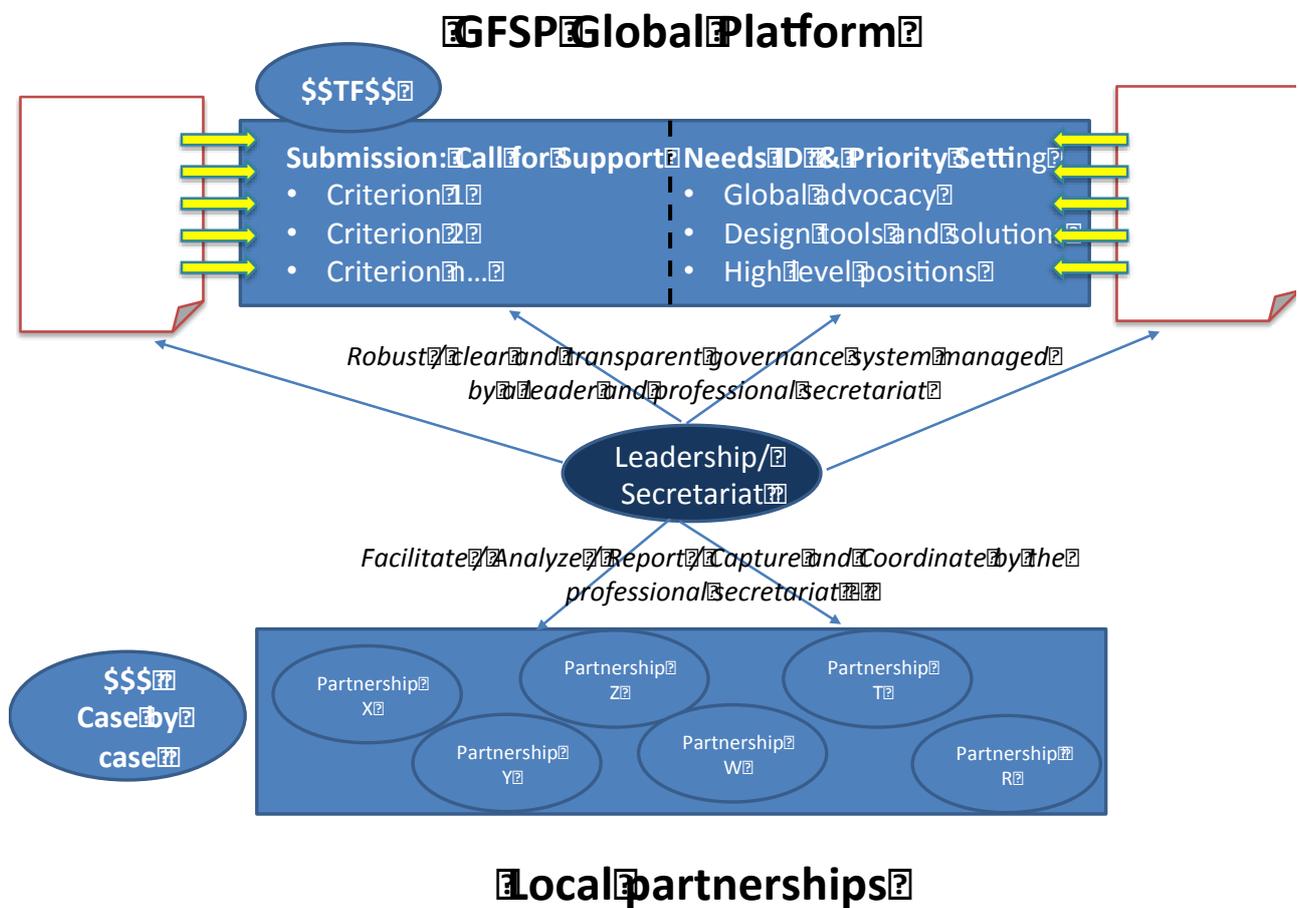


Figure 1: Proposed Schematic representation of GFSP's role in supporting food safety capacity building globally under the updated operating model.

A number of considerations were discussed regarding the proposed model depicted in Figure 1. Highlights of these considerations include:

- ❖ This model would not be resource intensive, but would rather require a resource base to support the effective functioning of a robustly staffed GFSP Secretariat;
- ❖ This model does not limit requests for support to financial support. A request for support could come in the form of a request for expertise, technology, or tools that exist within the GFSP network of partners;
- ❖ This model may rely on a membership model with an annual subscription fee (amount to be determined and governance to be defined);
- ❖ This model should be flexible and allow for growth. The model would, for example, provide mechanisms by which the GFSP could raise additional funds for food safety capacity building initiatives deemed important to public and private partners as well as for priority areas identified by GFSP partners through their foresight, anticipation and issue identification / prioritization actions.
- ❖ The need for flexibility of funding mechanisms was discussed, and various ideas regarding flexible funding options in support of the model were offered. The WB representatives indicated that they would discuss such proposals internally and later inform the GFSP Leadership Group regarding the feasibility of making available the various flexible funding mechanisms discussed.
- ❖ The operation of this model was also discussed, including the need to rely upon a robust and nimble governance structure and decision-making process, supported by a well-staffed secretariat with the analytical capacity and expertise to support the Platform needs. Participants were in agreement that this would be essential for the success of the model.

Participants concluded that in operating in this fashion the GFSP would fulfill its vision of becoming the main catalyst and leader in enabling food safety capacity building globally, supporting the creation of synergies and optimizing use of resources amongst public and private partners.

Members of the extended Leadership Group present at the Strategy Retreat endorsed this model and agreed that the 2015-2020 Strategy would enable this model to be operational and sustainable.

The implementation of the Strategy would also invite engagement from other partners to secure further support and to establish the operating procedures of the Global Food Safety Capacity Building Platform and the associated Secretariat.

The GFSP Leadership Group members discussed and gave direction on other aspects supporting the development of the 2015-2020 Strategy, such as the development of criteria for GFSP involvement in capacity building initiatives upon request from partners, initial suggestions on governance, and suggestions on operating guidelines for the GFSP Secretariat.

VI- DISCUSSION OF MEASURES OF SUCCESS FOR THE GFSP IN UNDERTAKING ITS PROPOSED GLOBAL ADVOCACY FUNCTION:

Participants discussed recommendations for defining, at a high level, the types of advocacy activities and analytical functions expected of the GFSP Secretariat, as the hub for food safety capacity building globally.

These recommendations include:

- ❖ The GFSP will play a leading advocacy role in promoting food safety capacity building globally, attempting to steer the direction of investments towards enhanced convergence and synergies. The GFSP would become a recognized, strong and global voice communicating and disseminating food safety capacity building priorities and direction. It would evaluate progress and foster enhanced action from all partners. This global leadership function would require a leadership role played by international organizations with oversight on food safety (i.e., FAO and WHO) in the Partnership;
- ❖ Another possible output of the advocacy function would be coalition building and mobilization of resources, for example to support establishment of funding mechanisms for food safety capacity building locally and globally;
- ❖ Possible outputs of the GFSP analytical activity could be a “white paper” on food safety capacity building needs and priorities globally and/or regionally to support guidance for areas of investment amongst partners. The paper could identify areas where weaker coordination is noted and possible recommendations of action to alleviate such shortcomings;
- ❖ The GFSP could also aim to consolidate and illustrate best practices in coordinating and delivering food safety capacity building. It could also build and disseminate relevant tools

enabling added effectiveness of food safety capacity building initiatives, such as quality assurance tools, reporting mechanisms and evaluation of return on investment / impact on improvement of food safety systems locally and globally for a given set of initiatives; and

- ❖ Measures of success for this function being fulfilled would consist of *having the relevant information about food safety capacity building appropriately captured, analyzed, shared / disseminated and leveraged*. The GFSP would therefore become the focal point to access the relevant food safety capacity building networks. Other measures would include the GFSP having a broader private sector audience and having a stronger and more visible influence in shaping the food safety capacity building agenda globally (policy and technical influence).

VII- DISCUSSION OF CRITERIA TO BE CONSIDERED FOR GFSP INVOLVEMENT, UPON REQUEST, TO SUPPORT FOOD SAFETY CAPACITY BUILDING INITIATIVES:

Participants in the Strategy Retreat gave advice on the way criteria would be developed and applied to consider when an initiative could / would benefit from GFSP's convening, coordination and support function.

Although it was agreed that the full set of criteria and their operationalization would likely be developed during the early stages of the implementation of the GFSP Strategic Plan 2015-2020, and may be refined over time, members of the Leadership Group gave some initial recommendations / advice on such criteria, for guidance purposes:

- ❖ Criteria would be expressed as a set of questions that should be considered when reviewing food safety capacity building proposals submitted to the GFSP for consideration. Some of these questions may serve in guiding considerations for decision-making:
 - Whether the proposal has a main focus on food safety with both public health and trade/economic development related impacts;
 - Whether the proposed initiative is seeking technical support and other non-financial support from the GFSP, or if the proposed initiative is only seeking financial support from the GFSP.

- Whether resulting benefits from undertaking the proposed initiative would be of value and relevant for both public and private sectors;
 - Whether the proposed initiative is of global and regional relevance (e.g. laboratory training in China could have relevance for the entire Asia / Asia-Pacific region);
 - If the proposed initiative is local, whether it is scalable or amenable to being replicated;
 - Whether another organization’s involvement would be more appropriate than the GFSP (i.e., characterizing the tangible value-added from GFSP’s involvement through its coordination and resource mobilization power);
 - Whether the proposed initiative presents a sustainable business model (i.e., after GFSP’s intervention, whether this initiative could be self-sustaining);
 - Whether the proposed initiative could be implemented with existing funding from the submission holder or whether GFSP funding is needed;
 - Whether the proposed initiative has in-country support to enable “follow-through”; and
 - Whether the proposed initiative could result in positive impacts for the reputation and the position of the GFSP as the main driver of food safety capacity building globally.
- ❖ Participants noted that the various criteria to be adopted would need to be weighted, for example based on scope and potential magnitude of impact. They also noted that other priorities stemming from the GFSP’s advocacy and analytical function would need to be considered, in particular whether a proposed initiative would address key priority areas of intervention that GFSP partners have identified. The evaluation of impacts of previous GFSP initiatives would also feed into the continual refinement and updating of criteria, in an iterative manner.

VIII- ADDITIONAL CONSIDERATIONS FOR ENABLING AND CONVENING FUNCTIONS OF THE GFSP:

Partners discussed some additional measures and indicators of success for the GFSP.

Some of the indicators included:

- ❖ The establishment of partnerships that build food safety capacity building on a large scale,
- ❖ Completion of food safety capacity building projects that demonstrably improve food safety,
- ❖ The recruitment of up to 50 new partner organizations into the Partnership,

- ❖ A significant increase in the number of bilateral and multilateral forums where the GFSP is represented and where it is coordinating input related to needs and priorities for food safety capacity building (e.g, FAO / WHO Codex regional committees² etc.),
- ❖ Having adequate representation from the European Union as a main player in food safety capacity development regionally and globally,
- ❖ The GFSP having appropriately documented mechanisms and criteria guiding its interventions,
- ❖ The GFSP becoming the hub where partners feature their on-going and upcoming (pipeline requests) food safety capacity building initiatives.

IX- DISCUSSION OF OPERATIONAL CONDITIONS UNDER THE NEW MODEL: SECRETARIAT - GOVERNANCE STRUCTURE OF THE GFSP

Participants took stock of the new proposed model and discussed some of the requirements to make this model operational.

IX-1- Secretariat function:

Members of the Leadership Group emphasized the need for a strong and effective Secretariat that is fully staffed with the relevant expertise to support the successful implementation of the new model.

- In particular, and beyond the coordination, convening and partner engagement efforts, a recommendation was made to ensure that the skill sets of the Secretariat staff enable the delivery of the analytical capacity expected of the Partnership platform, as well as its role to be the course setter and leading advocate, steering food safety capacity building efforts globally. Some suggestions noted the need to rely on a “charismatic food safety leader” to be the “principal voice or leading force” of the Secretariat. Other suggestions included the following characteristics to be identified in the secretariat staff:
 - Strong analytical skills
 - Food Safety expertise
 - Communicating with Impact
 - Results oriented

² GFSP would not necessarily be the instigator nor the convener of such fora, but rather could solicit their support and leverage the competency provided by such fora. For example, the revitalised FAO/WHO Regional Coordinating Committee structure with its objective to take a leadership role under the auspices of FAO and WHO in identifying food safety issues of importance to each region (including Food Safety Capacity Building) could become an important source of information and vehicle that GFSP could leverage.

- Ability to draw from a wide range of resources to connect and integrate
- Financial management
- Member services provider
- Project management; monitoring and evaluation
- Understanding of Multi-sector environment
- Consensus builder

IX-2- Hosting of the Secretariat function:

Members of the Leadership Group discussed various options for hosting the GFSP Secretariat and related consequences of each option. Based on the discussion, it was felt that the GFSP Secretariat should continue to be hosted by the World Bank (WB). The World Bank Group (WBG) delegation reconfirmed its commitment to hosting the GFSP while it implements its new Strategy. The delegation highlighted possible options to manage the Secretariat, and the Trust Fund that would support the Partnership, as per the proposed new strategy. It reaffirmed its commitment to support and pursue with the management and legal departments of the WB on the need for a strengthened Secretariat and a robust governance structure that allows for participatory decision-making on the staffing and operational activities of the GFSP. The WBG delegation further highlighted the critical importance of the full financial and operational support of all partners in the GFSP to ensure that it can undertake its mission.

IX-3- Governance Structure:

Members of the extended Leadership Group agreed on the need for a robust governance structure to support the decision-making process of the GFSP. They recommended setting a GFSP **Governing Council**³ whose function would include to:

- be the decision making and steering body for the GFSP as a partnership;
- be the body to whom the (Head of the) Secretariat reports ;
- set the strategic direction of the GFSP; and

³ The title of the governing body may change, based on guidance from WB Legal and Senior Management

- oversee business processes of the GFSP;

Examples of areas of oversight of the Council would include approval of strategic direction, workplans and associated budgets.

It was recommended that all members of the GFSP (Partners), whether they sit on the Council or not, be financial contributors to the GFSP Trust Fund, via a membership fee. It was also recommended that all financial Donors would be considered for eligibility to serve on the Governing Council. This was intended to create added incentive to contribute and support the GFSP as a Global Platform.

It was suggested that the Governing Council would include up to 15 members.

Recommendations were also made on the composition of the Council, with the suggestion to have an elected membership representing the various sectors of the Partnership.

Each eligible representative of a given sector (with contributing donor status) would be able to elect members of the council amongst the eligible sectors' members (all holding a contributing donor status).

An example of the Governing Council composition was suggested as follows:

- 4 members representing Donor Governments
- 4 members representing Industry Donors
- 1 World Bank representative (as the host of the Partnership), serving as the Chair of the Council
- 2 representatives from International Organizations (1 amongst FAO, WHO – and 1 amongst other international organisations contributing to Food Safety e.g., OIE, UNIDO, WTO-STDF, IAEA etc.)

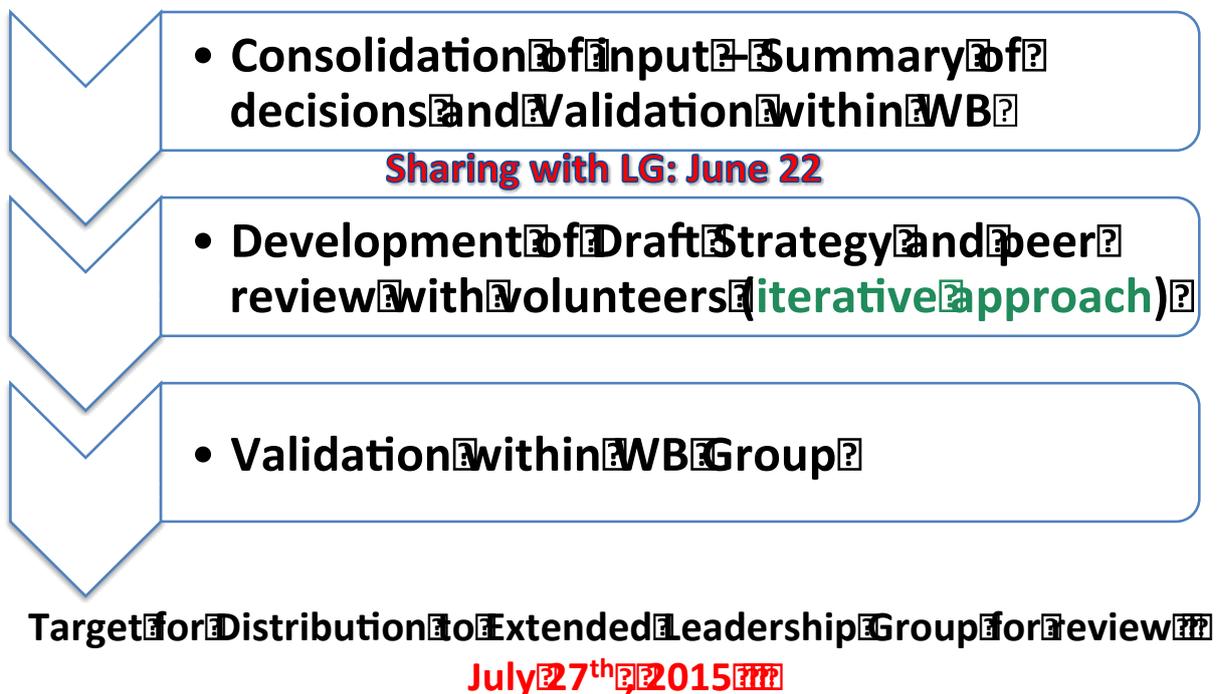
The Governing Council may create or task Working Groups or any other subsidiary body that reports to it, to undertake time-limited or on-going initiatives.

It was also recommended that the Governing Council be supported by other bodies/forums that will help shape the Governance structure, including potentially an Assembly of Partners, representing the broader GFSP constituency.

Participants confirmed that the development of the GFSP Strategy 2015-2020 should enable the development and implementation of this updated governance structure. Participants agreed that

current GFSP Working Groups and Advisory structure would be reviewed in line with the proposed new direction, with the possibility to suspend some of groups / activities. This review will be undertaken by the existing GFSP Secretariat and will be communicated to Partners during the transition period (while the updated Strategy is under development).

X- NEXT STEPS:



The outcomes of the discussions that took place during the Strategy Retreat will be used to inform the development of the GFSP Strategic Plan for 2015-2020, underpinned by the new operational model endorsed by the extended Leadership Group. It was agreed that the Summary of Outcomes from the Strategy Retreat be shared no later than June 22nd 2015. It was also agreed that the WBG will engage in internal consultations and will communicate to GFSP partners the feasibility and the limitations associated with some of the options related to the administration of the GFSP and its Trust Fund, as discussed during the Strategy Retreat.

Dr. Samuel Godefroy was tasked to lead the development of the draft 2015-2020 Strategy, supported by key representatives of the Leadership Group (with representation from public, private and International Organization partners), acting as peer reviewers. An iterative approach will be followed to reach an agreed-upon draft. This draft will be shared for broader consultation before being adopted. Some suggested initial steps and associated timelines were discussed and will be updated based on input received from members of the Leadership Group and progress accomplished.

Appendix1:

Global Food Safety Partnership Strategy Retreat List of Participants Vienna, 4-5 June 2015

International Organizations and World Bank Group

Renata Clarke	FAO	Leadership Group Member representing Ren Wang
Amy Cawthorne	WHO	International Organization
Marlynn Hopper	WTO/STDF	International Organization
Nathan Belete	World Bank	Agriculture Practice Manager for East Asia Pacific - resource person
Francois Le Gall	World Bank	GFSP Manager - resource person
Samuel Godefroy	World Bank	Senior Executive Food Regulator (Health Canada) in secondment to GFSP
Amy Evans	World Bank	Head of GFSP Secretariat - resource person
Tingting Wang	World Bank	GFSP research analyst – resource person
Patrick Luternauer	IFC	Advisory Agriculture Manager - resource person
Valentina Paskalova	IFC / World Bank	Sr. Operations Officer, IFC and GFSP - resource person

Governmental Organizations as Donors

Julie Callahan	US FDA	Donor and Leadership Group Member
Mary Lou Valdez	US FDA	Donor and Leadership Group Member
Kelley Cormier	US AID	Donor and Leadership Group Member
Paul Mayers	CFIA (Canadian Food Inspection Agency)	Donor and Leadership Group Member
Rob Theelen	The Netherlands	Donor and Leadership Group Member
Bill Jolly	New Zealand Ministry of Primary Industries	New Donor

Associations

Bev Postma	FIA (Food Industry Asia)	Leadership Group Member
Leon Bruner	GMA (Grocery Manufacturers Association)	Leadership Group Member

Private Entities as Donors

Paul Young	Waters Corporation	Donor and Leadership Group Member
Sonia Bradley	Waters & GFSP Secretariat Team	Donor and Leadership Group Member
Robert C. Baker	Mars Incorporated	Donor and Leadership Group Member
Jean Reidemeister	Mars Incorporated	Donor and Leadership Group Member
David Isherwood	Fonterra	New Donor

Educational Bodies

Stuart Morriss	Massey University	Manager for GFSP support - resource person
Hamish Gow	Massey University	GFSP Support
Julia Bradsher	IFPTI (International Food Protection Training Institute)	Working Group Co-Chair (Communication & Regulatory Issues WGs)
Geoffrey Campbell-Platt	International Union of Food Science & Technology	Working Group Co-Chair (KLSWG)

Facilitator

Di van Meegen	Directions for Change	Retreat Facilitator
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Host Organization

Philippe Scholtes	UNIDO	Host organization
Bernardo Calzadilla-Sarmiento	UNIDO	Host organization
Ali Badarneh	UNIDO	Host organization
Ulvinur Muge Dolun	UNIDO	Host organization