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Economic Cooperation



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# INDEPENDENT REVIEW OF APEC FSCF PTIN FOOD SAFETY CAPACITY BUILDING INITIATIVE

*FINAL REPORT*

U.S.-APEC Technical Assistance to Advance Regional  
Integration (US-ATAARI)

August 2015

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## List of Abbreviations

APEC	Asia Pacific Economic Cooperation
FSCF	Food Safety Cooperation Forum
GFSP	Global Food Safety Partnership
HACCP	Hazard Analysis and Critical Control Points
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MOU	Memorandum of Understanding
MRL	Maximum Residue Limits
PTIN	Partnership Training Institute Network
SME	Small and Medium Enterprise
TOT	Training-of-Trainer
US-ATAARI	US- APEC Technical Assistance to Advance Regional Integration

# EXECUTIVE SUMMARY

The Partnership Training Institute Network (PTIN) was established in 2008, under the auspices of the APEC Food Safety Cooperation Forum (FSCF), as a public-private partnership for building capacity in the area of food safety among APEC member economies. The overall goal of PTIN activities is to improve public health outcomes, enable trade, and build food safety. In preparation for its fifth in-person meeting in the Philippines in August 2015, the PTIN Steering Group has commissioned this evaluation to examine the success of the PTIN to date, and solicit recommendations on possible metrics to more rigorously monitor and evaluate future work.

The evaluation used standard criteria of: relevance, effectiveness, efficiency, and sustainability. Data collection comprised an online survey with 81 respondents (18% of survey recipients), and interviews with 14 key respondents, representing all three sectors in the network (government regulators, industry and academia). The majority of the twenty-one APEC economies were represented among respondents.

The evaluation finds that **stakeholders consider both the priority areas and intervention areas of PTIN to be highly relevant** both to food safety in the APEC region (and globally) and more narrowly, to their economies and/or institutions. Respondents view the forum as providing unique benefits in bringing together the range of economies, and the range of stakeholders (regulators, industry and academia), that it does. Respondents consider the five priority areas to be mutually reinforcing and of continued relevance. Among developed economies, there is some preference for PTIN to focus on regulatory standards and harmonization as the foundation for all other food safety work, particularly if resources become more tightly constrained. Among developing economies, interest in capacity building activities (e.g. training) remains strong.

The evaluator finds **evidence of PTIN's effectiveness in improving both policy and implementation** on food safety issues. Key respondents point to specific changes in developing economies including Lao PDR, Philippines and Vietnam in their approach to food safety and limited legal and regulatory changes that they attribute to PTIN's sharing of good practices. These include: provisions in Vietnam's 2014 Food Safety Law and forthcoming implementing regulations that are attributed to learning from PTIN; enhanced interest in Lao PDR in cooperating with private sector producers as a result to exposure to practices in other economies; and in the Philippines, replication of the Maximum Residue Limits (MRL) approach being piloted by PTIN for wine is being applied there to mangos. Some respondents feel that PTIN should work towards more concrete agreements on policy changes as part of the work.

In relation to the effectiveness of training, **just under half of the survey respondents state that the training/workshop changed practices, academic work, or policy** in their institution. Considering the one-off nature of many of PTIN's trainings, these findings should be considered quite positive. Thirty of the 81 respondents cited specific changes in the areas of risk analysis, export certification and laboratory testing or changes to policies, programs and trainings by their institutions.

Among respondents who had attended a workshop or training under the PTIN umbrella, the **large majority (83%) state that they use what they learned in the training in their work**. This indicates quite effective targeting of training (with the caveat that the relatively low response rate to the survey means that respondents who filled in the survey may be people who were more satisfied with the trainings than others). There is also evidence that trainees are sharing what they learn in their home institutions. Some economies make formal agreements with people selected for PTIN trainings that they

will provide follow-on trainings in their home economies after the PTIN training. This would be a good model to fund further replication of the capacity building. More work is needed to better collect and disseminate information on the trainings that are being conducted by PTIN network members; currently, this is not centralized and data is not easily available without speaking directly to implementers.

The website is generally rated as satisfactory (53% consider the content to be “very good”) with navigation being considered the weakest area. Both survey respondents and key informants felt that more could and should be done to advertise the website.

**The efficiency of PTIN activities is considered to be satisfactory in terms of providing value for money.** Replicating trainings and using blended (combining online and in person) trainings are suggested as ways of increasing efficiency. Respondents also appreciate the availability of APEC funding for developing economies and feel that this allows the training to reach a broader range of economies than other institutions with similar missions.

**Sustainability of PTIN’s capacity building is considered to be good.** Policy changes achieved will influence food safety outcomes in those economies for some time. The findings also indicate that trainees continue to apply what they learned. The training modules themselves have now been translated into a number of languages and these materials are available open source. A concerted effort to centralize these materials and advertise them to interested groups would increase sustainability of the effort to improve food safety in the region.

**PTIN’s organizational set up (leadership and management) is considered quite effective.** Among key respondents, PTIN was considered to be a more flexible and responsive than similar organizations. They also appreciated the interest of PTIN in soliciting members’ feedback and felt that the network allowed for more two-way exchange of priorities and communication than other forums. While the general impression of PTIN’s management and operations is positive, one area in which key respondents felt that activities could be improved was in the area of communications and outreach. There is demand for more, and more frequent, communication from PTIN and for a broader range of substantive materials to be shared through the network. One respondent suggested instituting more regular “products,” for example an annual review of policy changes among member economies, as a way of raising the profile of PTIN’s communications.

In regards to future direction, focus on regulatory systems was considered to be a top priority for the future by the majority of respondents (31%). **The majority of respondents (37%) would also like to see PTIN conduct more frequent trainings and workshops.** Funding is acknowledged as the primary constraint to expanded activities. Examples of industry sponsorship exist but are not well known throughout the network. It may be desirable to document and disseminate them as models for others. Requiring that trainees conduct follow-on trainings in their home institutions would also increase the scope of activities in an affordable way. It should be noted that some respondents view PTIN as having “outsourced” training activities to GFSP. The Steering Committee may wish to clarify the respective roles of PTIN and GFSP in future.

# INTRODUCTION

The Partnership Training Institute Network (PTIN) was established in 2008, under the auspices of the APEC Food Safety Cooperation Forum (FSCF), as a public-private partnership for building capacity in the area of food safety among APEC member economies. The overall goal of the PTIN food safety capacity building activities is to improve public health outcomes, enable trade, and build food safety. The PTIN provides capacity building in the five priority areas identified by the PTIN Steering Group (with input from an Expert Panel with representatives from APEC economies that met in 2008 at the World Bank). The five priority areas are: (i) supply chain management, (ii) food safety incident management, (iii) laboratory competency, (iv) risk analysis, and (v) food safety regulatory systems.

Activities conducted by the PTIN to date include:

- 24 capacity building workshops and trainings between 2009 and June 2015 (See Annex I for a complete list), benefitting nearly 1,500 people;<sup>1</sup>
- Development of a curriculum in the priority areas including 2 modules available online free of charge (one on HACCP and the other on aquaculture)
- A five-year collaboration with the World Bank to test and replicate the PTIN model through the Global Food Safety Partnership (GFSP);
- Development of a “PTIN Network” of over 600 experts and food safety professionals from all 21 APEC economies and a number of non-APEC economies<sup>2</sup>; and
- Launch of a website to disseminate information and facilitate communication among network members.

These activities have been conducted with nearly \$8 million in funding from the United States, Australia, and China and APEC. Other funding for activities under the PTIN umbrella has come from the World Bank, industry, and self-funded projects in member economies.<sup>3</sup>

In preparation for its fifth in-person meeting in the Philippines in August 2015, the PTIN Steering Group has commissioned this evaluation to examine the success of the PTIN to date, and solicit recommendations on possible metrics to more rigorously monitor and evaluate future work. The evaluation has been conducted by an external, independent evaluator financed by US- APEC Technical Assistance to Advance Regional Integration (US-ATAARI). This report lays out the findings of the evaluation.

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<sup>1</sup> This number excludes meetings intended for strategic planning or dialogue as distinct from trainings intended to directly increase the capacity of the participants. Altogether, there have been approximately 40 events under the PTIN umbrella since inception.

<sup>2</sup> For example, Laos, Cambodia and other non-APEC economies have participated in trainings and are members of the network.

<sup>3</sup> See Figure 11 below for the full breakdown of financial support to date.

# METHODOLOGY AND APPROACH

## APPROACH

The primary purpose of the evaluation was to assess to what extent the PTIN activities are meeting their intended goals. The evaluation framework used the following standard criteria:

- Relevance – the degree to which specific activities are consistent with the overall goals of the recipient organizations and the stated strategy of the Sub-Fora.
- Effectiveness – the degree to which activities achieve their intended results;
- Efficiency – the use of resources, including financial, institutional and professional, in the conduct of activities to achieve specific results; and
- Sustainability – the extent to which program achievements (within the beneficiary counterparts) will be continued into the future.

## METHODOLOGY

Given the paucity of available data points and the difficulty in establishing attribution between the PTIN trainings and the higher goals set by FSCF, the evaluation was largely qualitative in nature.<sup>4</sup> Data was collected through:

- Document review- the evaluator reviewed reports, presentations, etc. with a view to collecting any available data points such as number of training beneficiaries, website traffic, etc. (The list of sources is provided in Annex II).
- Survey- an electronic survey (using a close-ended questionnaire) was sent to approximately 460 members of the PTIN Network.<sup>5</sup> Of these, 81 respondents (approximately 18%) completed the survey. (The questionnaire is provided in Annex III).
- Key informant interviews- telephone interviews were conducted with 14 core stakeholders including members of the PTIN Steering Committee, the World Bank GFSP Secretariat, APEC and ASEAN economy beneficiaries, and industry leaders. (The list of Key Respondents is provided in Annex IV and the open-ended questions posed to them are provided in Annex V).

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<sup>4</sup> The PTIN has not had a monitoring and evaluation (M&E) framework to date. Program objectives are not always explicitly stated and no indicators were developed *a priori*. Thus, there is no baseline data available that would allow evaluators to measure impact. All of these issues would need to be addressed in future programming if the FCSF would like to have more substantial M&E work done in future.

<sup>5</sup> The survey was not sent to USG representatives in the network.

## LIMITATIONS

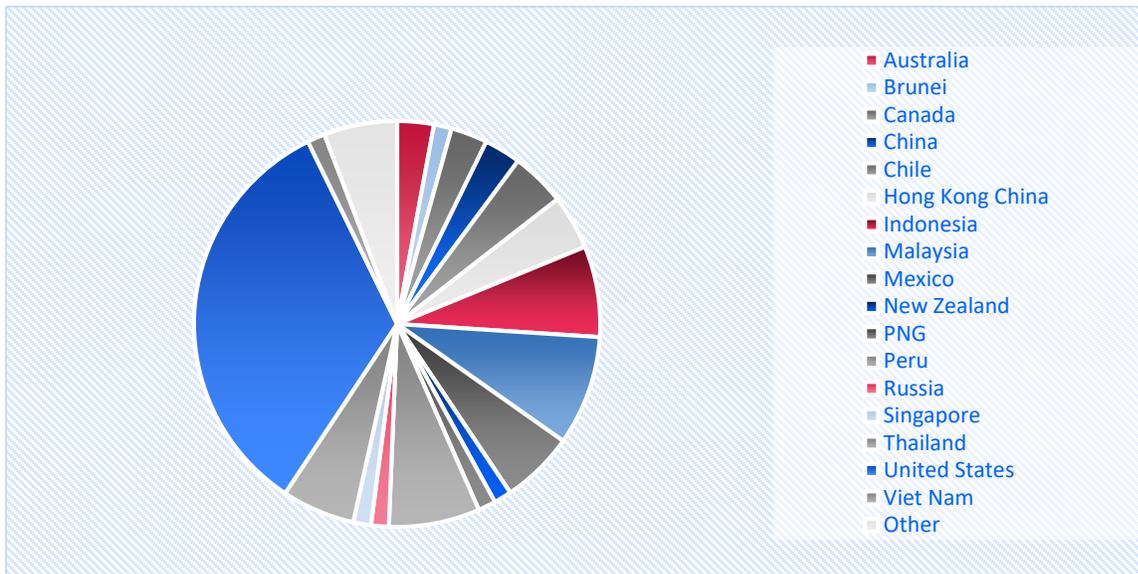
Given the small sample size achieved, the responses cannot be considered necessarily representative of the PTIN network as a whole and there may be some self-selection bias among respondents (i.e. those who found the trainings more or less useful than average may feel more compelled to participate in the survey). However, the sectoral and geographic representation is quite good, as discussed below. Unfortunately, the response rate to certain questions did not allow detailed analysis of whether sector and geography influenced responses.

The evaluation also did not include a detailed financial analysis in examining efficiency. And finally, the evaluation does not seek to determine impact or outcomes of specific trainings per se.

# PROFILE OF RESPONDENTS

Among the 81 respondents to the online survey, all but four of the 21 APEC member economies were represented, as shown in Figure 1 below. Roughly one-third (34%) of respondents were from the United States. Among key respondents, ten economies were represented. Respondents to both the online and key respondent interviews were almost equally split between men and women (52% men; 48% women).

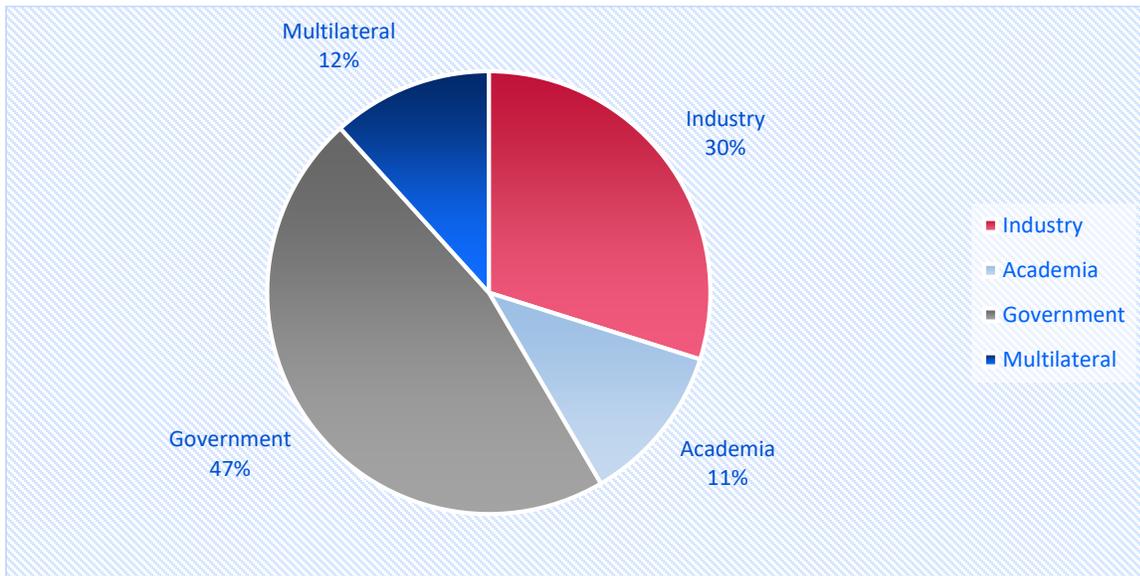
**Figure 1: Online Survey Respondents by APEC Member Economy**



Source: Online Survey. N= 69

The sectoral breakdown of respondents, shown in Figure 2, largely reflects the membership composition of the PTIN network.

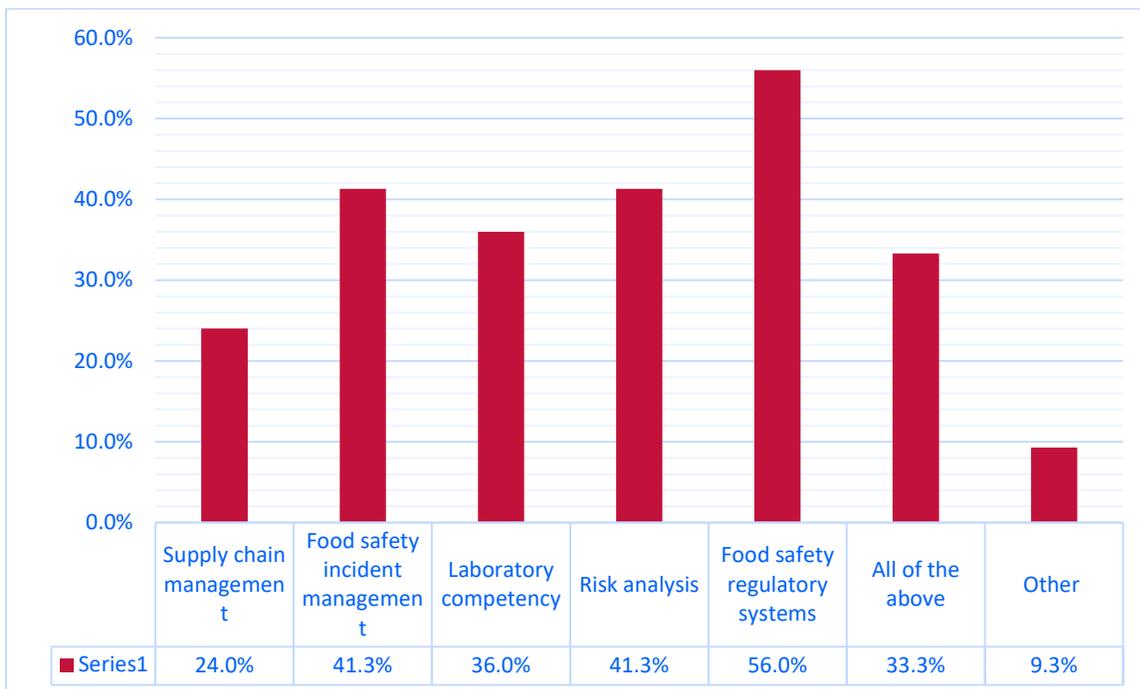
**Figure 2: Online Survey Respondents by Industry**



Source: Online Survey. N= 77

The sectoral breakdown is reflected in the respondents’ primary area of interest in the PTIN, with regulatory systems being the main area, as shown in Figure 3.

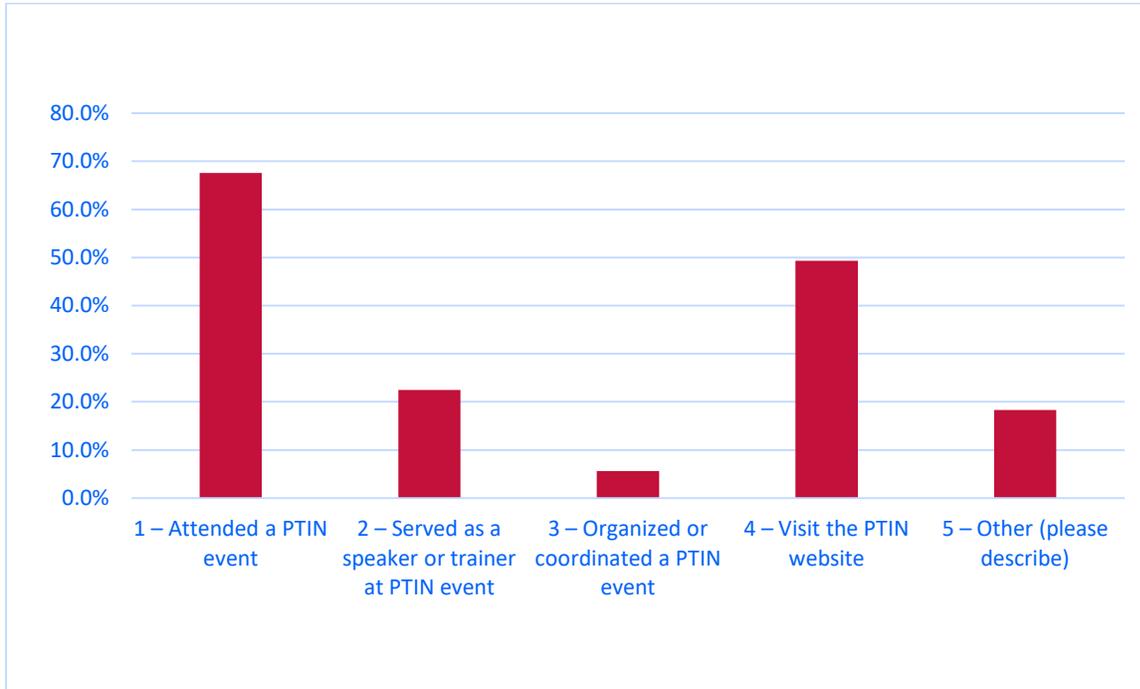
**Figure 3: What is your primary area of interest related to PTIN’s work?**



Source: Online Survey. N= 75

The majority of respondents to the online survey had either attended an event (68%) and/or used the website (49%), as shown in Figure 4. Among those who had attended an event, 55% had attended two or more events.

**Figure 4: Please describe your involvement with the APEC FSCF PTIN**



Source: Online Survey. N= 71. Respondents could select all that applied.

# FINDINGS

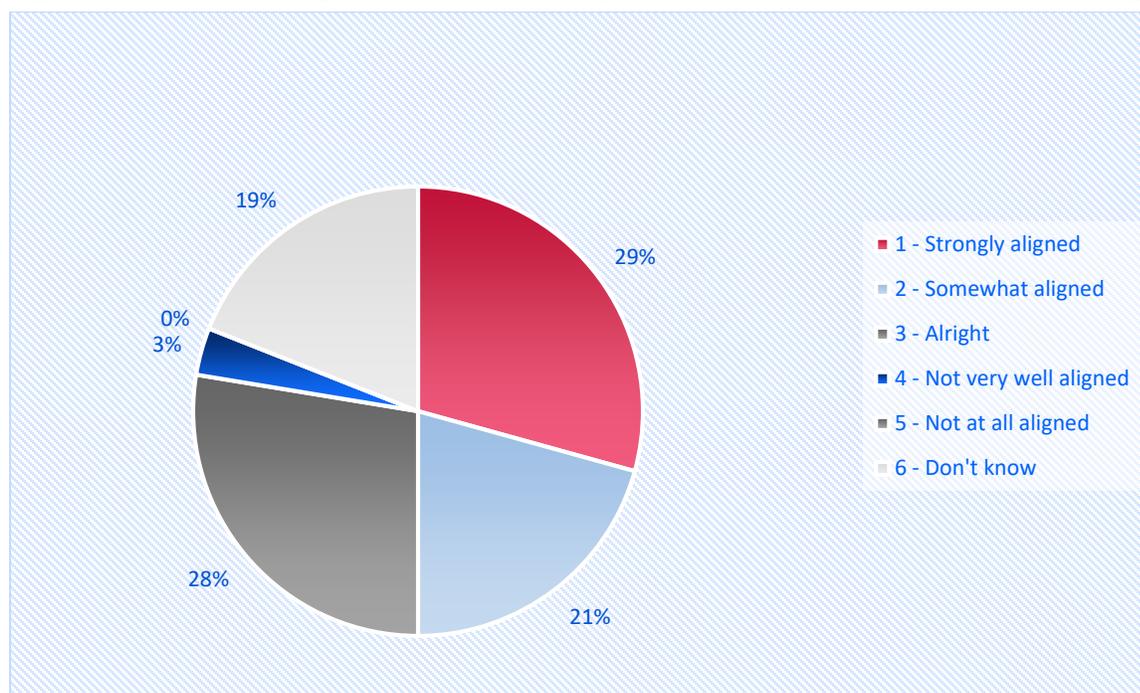
This chapter presents the findings from both the survey and the interviews. The evaluation questions examined PTIN as an institution, and more narrowly the trainings conducted under the PTIN umbrella.

## RELEVANCE

For the purposes of the evaluation, relevance was considered in a broad sense as relevance to the food safety challenges facing APEC as a region. Relevance was also considered from the more subjective perspective of individual institutions. The evaluation finds that stakeholders consider both the priority areas and intervention areas of PTIN to be **highly relevant** both to food safety in the APEC region (and globally) and more narrowly, to their economies and/or institutions.

In regards to the challenges facing the region, key respondents interviewed felt that the existing five priority areas- supply chain, incident management, laboratory competence, risk analysis and regulatory systems- all continue to remain relevant to APEC for the near to medium future. These priorities are viewed by respondents as being interdependent and mutually reinforcing and thus difficult to prioritize one over the other. Generally, because of the varied stakeholders that PTIN brings together, respondents recognized that different institutions might have different priorities among the five, but considered that they all remain relevant. Survey respondents also provided positive feedback that PTIN's activities are well aligned with APEC's priorities, as shown in Figure 6. Only an extremely small minority (3%) of respondents felt that activities were not well aligned with APEC's priorities.

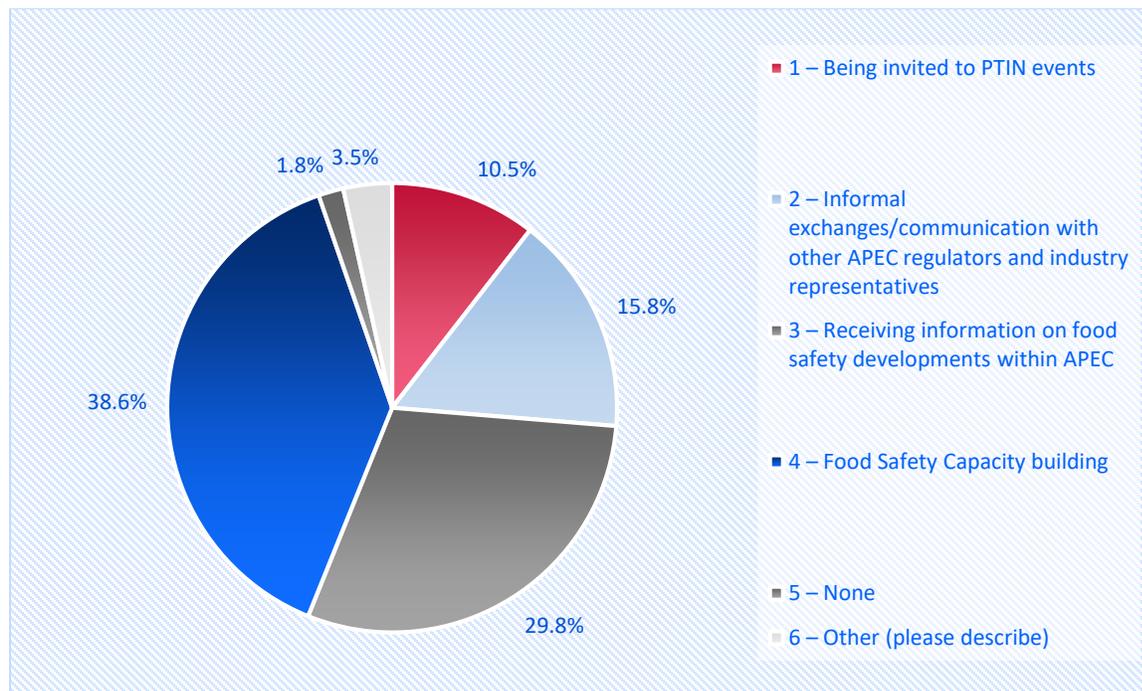
**Figure 5: Are PTIN's program activities well aligned with APEC policies, priorities and programs?**



Source: Online Survey. N= 58

Regarding relevance to stakeholders, respondents were asked what the main benefit of being a member of the network was. Survey responses to this question are shown in Figure 6. Among the respondent population, capacity building was seen as the primary benefit by quite a wide margin. However, among key respondents, responses to this question tended to reflect sectoral differences. For industry, PTIN is viewed as one of the sole avenues for the private sector to engage with regulators in the region, and as an important supplement to the government relations efforts they make in individual economies from which they source or do business. In contrast, regulators view the forum as an important venue to learn about regional experience on areas of mutual interest.

**Figure 6: Primary Benefit of Being a Member of the PTIN Network?**



Source: Online Survey. N= 57

## EFFECTIVENESS

As discussed above, PTIN conducts activities in four primary areas: as a network of people working in the area of food safety both within APEC and globally; as a supporter of regional or in-country training opportunities for developing member economies; maintaining a website to disseminate information; and as a partner to the GFSP and academic institutions to create and disseminate curricula and capacity building tools. These last three activities are interlinked: trainings have often been co-hosted with GFSP and training materials piloted through these trainings were subsequently developed into the modules available on the website. The effectiveness and impact where that can be documented, of each of these activities is discussed below.

## PTIN Network

While difficult to quantify, key respondents quite uniformly felt that the policy dialogues and information sharing at PTIN events constitutes a major benefit. PTIN (and the FSCF which may be conflated in the view of some respondents) was felt to be an important forum for building trust and understanding between the member economies in ways that support increased trade. Typical quotes from the key informant interviews include:

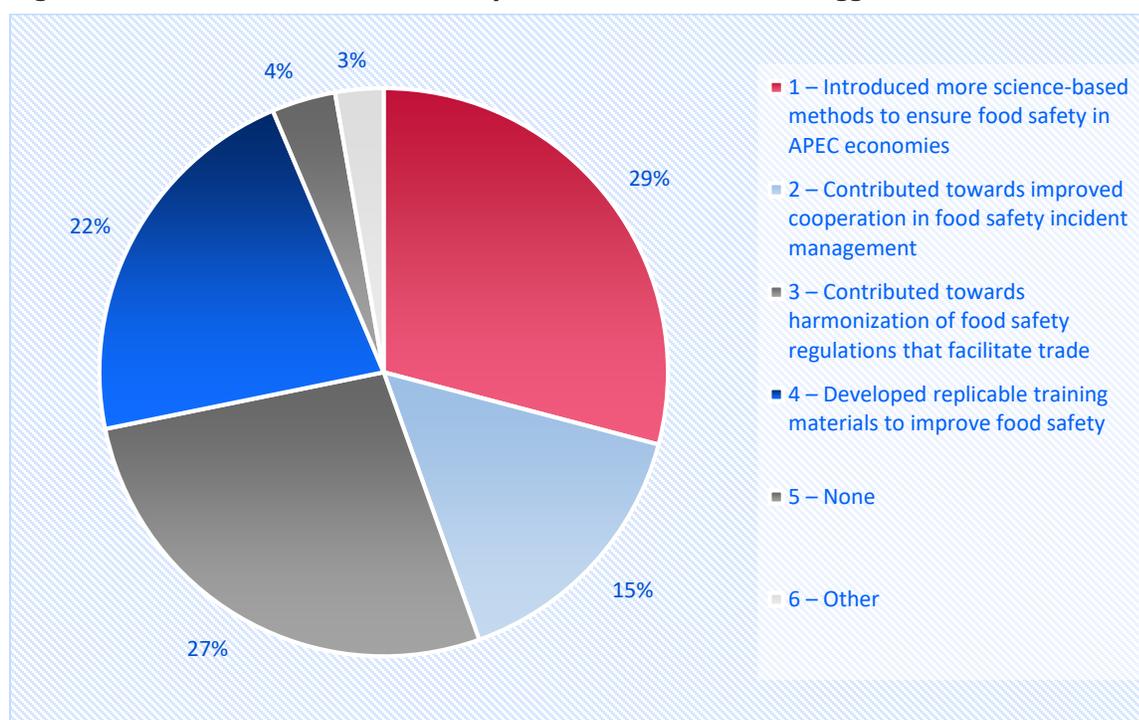
*“PTIN creates the conditions for economies to share experience and understand each other. Your economy may import a great deal from my economy but may not be at all familiar with our standards. So we can share the information between government bodies [through PTIN] so we can understand each other and work together. This indirectly promotes trade or at least helps us understand different perspectives.”*

*“The thing I find helpful with PTIN is that government and private sector stakeholders are together which I don’t find in other organizations.”*

*“Because it’s an initiative driven by the governments of the APEC economies, you can go for a harmonization of approach [that other organizations can’t].”*

*“Initiatives like this, when they are endorsed and driven by governments or trading blocs or other large organized efforts, tend to carry a lot of weight. They have traction with the industry and other stakeholders because they come from a higher level [government] compared to other development projects that are more one-off and non-sustainable.”*

Survey respondents were asked in what ways PTIN had contributed to food safety in APEC. The answers are provided in Figure 7. Responses are very positive, with almost no respondents selecting the “no contribution” response. Areas in which PTIN is viewed as improving food safety are quite evenly distributed among the areas of introducing science-based methods, harmonization of regulations, and development of training materials.

**Figure 7: In Which Areas of Food Safety has the PTIN Made the Biggest Contribution?**

Source: Online Survey. N= 58

### Capacity Building Workshops and Trainings

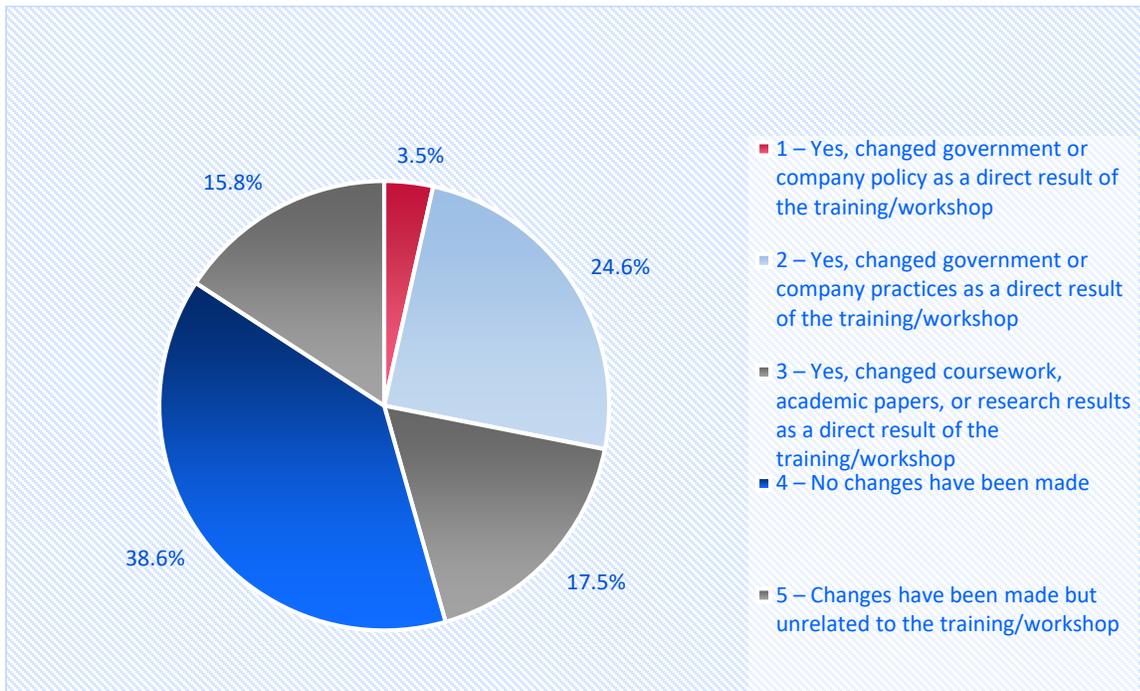
PTIN has commissioned and/or co-funded the development and delivery of food safety curricula and trainings through partnerships with the University of Michigan and University of Maryland, and a five-year collaboration with the World Bank to replicate its food safety capacity building under the Global Food Safety Partnership (GFSP).<sup>6</sup> This partnership has resulted in the development of a number of training modules that are available on the PTIN website (discussed below). Pilot testing of in-country training using these materials (or modified versions of same) has been conducted by PTIN partners in, Antigua, China, Brazil, Indonesia, Malaysia, Thailand, and Vietnam.

#### *Impact on Policy and Practice*

In regards to how knowledge gained from PTIN events was subsequently applied, respondents were equally divided in whether they felt that the PTIN training or workshop had changed the way their institution operates, as shown in Figure 8 Just under half (approximately 46%) state that the training/workshop changed either practices, academic work, or policy. Considering the one-off nature of many of PTIN's trainings, these findings should be considered quite positive. However, the changes in policy are very limited, reflecting the complexity of accomplishing legal and regulatory changes.

<sup>6</sup>PTIN was instrumental in supporting the establishment of the Global Food Safety Partnership (GFSP) which seeks to replicate and expand the PTIN model within APEC and beyond. PTIN signed the MOU with the World Bank that led to the establishment of the GFSP in 2011.

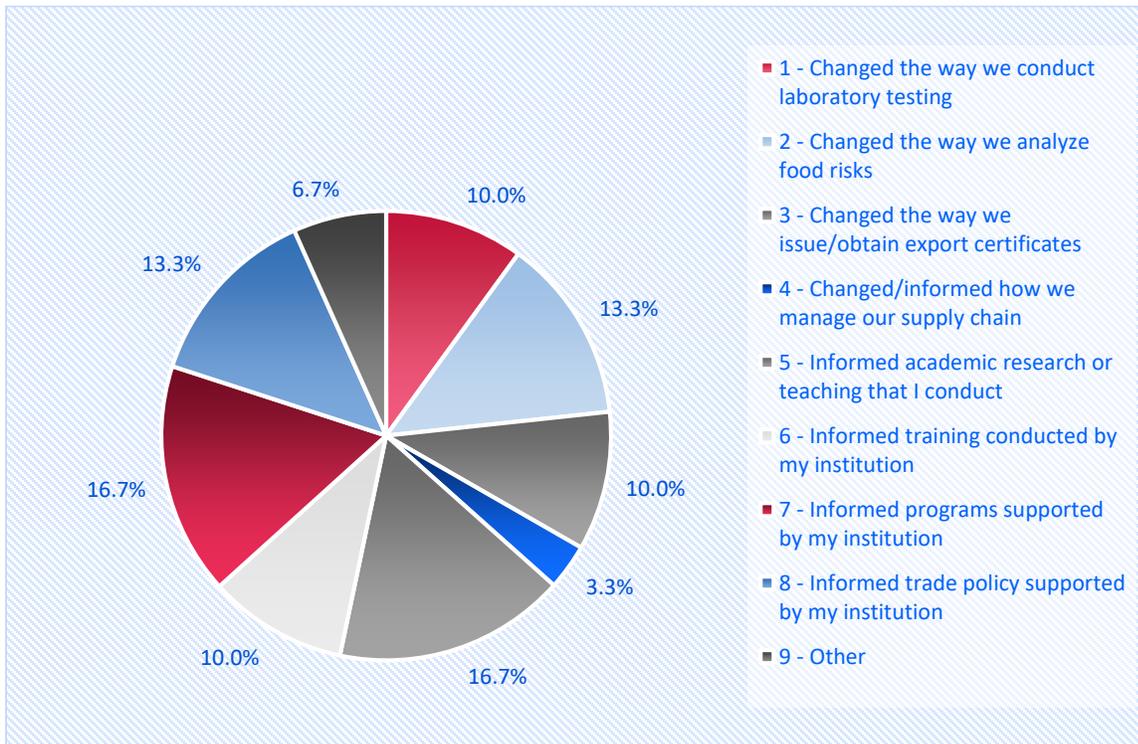
**Figure 8. Has the training/workshop changed the way that your institution operates?**



Source: Online Survey. N= 57

As can be seen from the detailed ways in which the training/workshop affected the institution, shown in Figure 9, there are concrete changes occurring in member economies as a result of PTIN's work.

**Figure 9: Concrete examples of how your institution is applying the lessons of the workshop**



Source: Online Survey. N= 30

Individual comments from survey respondents on how PTIN activities have impacted policy or practice in their economy indicate changes among both regulators and industry participants:

*“[In regard to] processed foods, we have started the steps to change our regulation in order to eliminate the code registration and improve health surveillance of manufacturing establishments.”*

*“Before, we sanctioned the laboratories without consideration. Now, we are revising our system of control of the evaluation of the laboratories.”*

*“We have changed the issuance of export certificates in a proper and more transparent manner.”*

*“[We now] take into consideration Maximum Residue Limits for the laboratory testing of fresh produce.”*

*“There were new techniques implemented in the laboratory that we learned in the training and then adopted here. This is true for the government/official laboratories and the private ones. The new lab techniques - multi-residue techniques for veterinary drugs- are still being used.”*

Respondents also indicate that PTIN events have enriched academic work in the area of food safety:

*“The training materials I created for the project I worked on continue to be used by my institution and others.”*

*“I have used the outcomes from the PTIN workshop as resource materials in graduate level courses I teach.”*

*“Experience in the PTIN event enhanced the content of my courses.”*

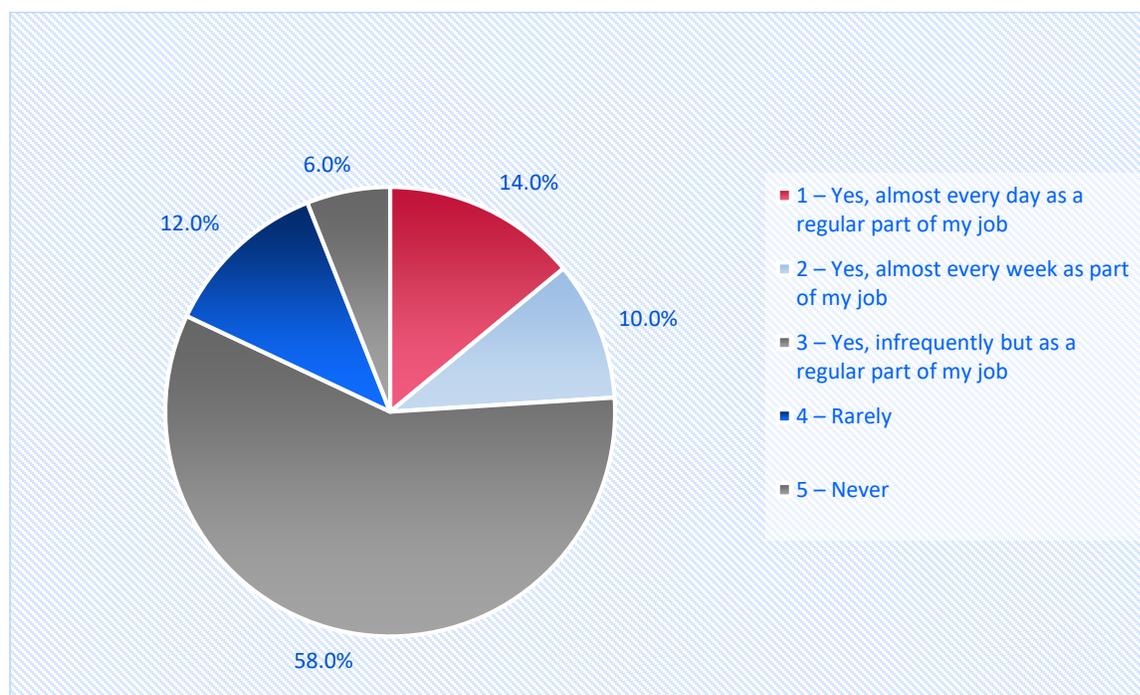
Comments also indicate impact beyond APEC:

*“We are part of the MENA region, and our company used the training in our regional conferences for inter and intra trade with APEC economies.”*

Key respondents also cite important changes to regulators’ approach in developing member economies. For example, two key respondents cited the importance of knowledge gained through PTIN (the regular forums as well as specific trainings) in contributing to an improved draft of the Vietnamese Food Safety law which was passed in 2014 and is the first of its kind in Vietnam. Respondents felt that information and assistance gained through PTIN had a direct bearing on some provisions of the law and the implementing regulations now being drafted. Key Laotian respondents also cited the influence of PTIN in the way that government now engages private sector producers in contrast to the past. And key respondents from the Philippines state that the Philippines government is in the process of replicating the MRL approach being piloted by PTIN in wine to mangos, one of the Philippines’ major exports. However, some key respondents feel that PTIN should do more to work towards concrete agreements on policy changes as part of the work.

#### *Application of Learning by Individual Trainees*

Among survey respondents who had attended PTIN trainings or workshops, a quarter state they are using the information they gained frequently (daily or weekly), while the majority still use the information on a regular basis, as shown in Figure 9. Among those replying that they don’t apply the learning or only rarely, the primary reason was that it was not applicable to their job responsibilities (26%) or that there are insufficient resources to apply the new methods (13%), or that it is not yet the policy of their institution to apply the new methods (13%).

**Figure 10: Have you been able to apply what you learned in the training/workshop?**

Source: Online Survey. N= 50

Taken together, the fact that 83% of respondents state that they are using the PTIN learning in their work indicates quite effective targeting of training (with the caveat that the relatively low response rate to the survey means that respondents who filled in the survey may be people who were more satisfied with the trainings than others).

Pre- and post-testing assessments conducted during the piloting of the training modules, shared with the evaluator, indicate that participants in the pilots are indeed increasing capacity, as shown in Table I.

**Table I: Results of Pre-/Post- Testing of Training Participants**

Program	Pre-Assessment	Post-Assessment	N	% increase
Beijing 2012	72.4	78.7	34	8.7
Shanghai 2013	70.3	79.2	38	12.7
Vietnam 2013	58.3	69.5	27	19.1
Antigua 2013	63.3	76.8	22	21.3
<b>All Courses</b>	<b>66.8</b>	<b>76.2</b>	<b>121</b>	<b>14.0</b>

Source: Professor Bourquin, Michigan State University (2013).

### *Replication of Training and Sharing of Learning*

The findings also indicate that the workshop and training materials are being distributed more broadly within partner organizations. Survey respondents report that after attending a PTIN activity, they share the information they gained either through formal presentations (27%), or informal sharing of information (27%), or by sharing the training materials (22%) (N= 52). Key respondents report that they are replicating the trainings independently after attending workshops or Training-of-Trainer (TOT) events. For example:

- In Vietnam, the people who attended the TOT are government outreach officers of various Ministries who are now working directly with small food producers in different parts of the countries. The Centre for Environment and Disease Monitoring in Aquaculture conducted 3 subsequent trainings using adapted versions of the PTIN/GFSP materials. Vietnamese versions of the training materials also have been disseminated to universities throughout the country (although it was not possible to verify whether they are using them). A reproduction of laboratory training by participants in prior ToT is also being organized in partnership with FAO/IAEA/GFSP; it may be beneficial to disseminate information about this example of partnership with international organizations.
- In Chile, 3 people trained in a TOT in 2013 returned to Chile and conducted a laboratory training for an additional 30 people with self-funding from industry, government and academia.

### *Areas for Improvement*

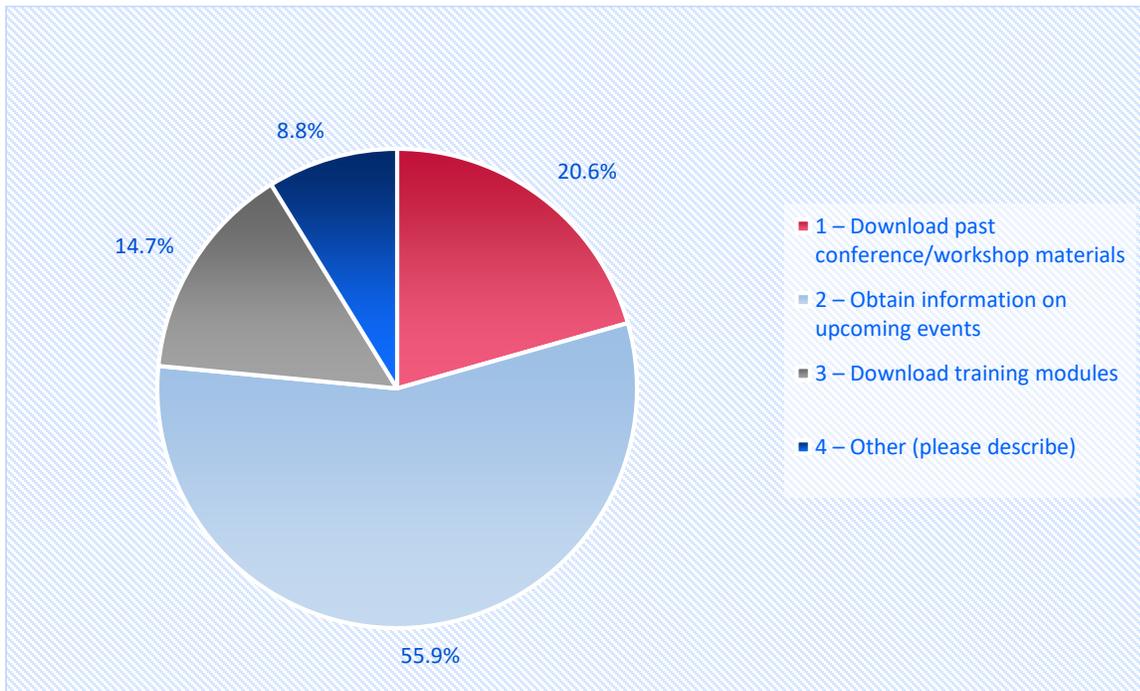
One area cited as needing improvement is more centralization of information to clarify where trainings are being conducted or replicated under the PTIN umbrella. These events are being implemented by partner institutions but using PTIN materials (or modified versions thereof). This would require a more systematic and concerted effort by stakeholders in member economies to report trainings to the PTIN Administrator. Respondents also suggest that it would be useful to centralize the online publishing of all relevant training materials, including local language versions where available.

Finally, given the limited number of people that can be reached through trainings with available resources, it is recommended that attention be paid to replicating any training in country, possibly as a condition of participation. This requires building a strong partnership with regulators, certification bodies, and/or academic institutions in the country so that they are able to modify and reproduce the materials on an ongoing basis as part of their curriculum, if possible.

### **Website**

The PTIN website ([www.fscf-ptin.apec.org](http://www.fscf-ptin.apec.org)) was launched in 2011. It disseminates information and training materials. The majority of survey respondents, (57%) had visited the website in the past 12 months, primarily to obtain information on upcoming events, as shown in Figure 8.

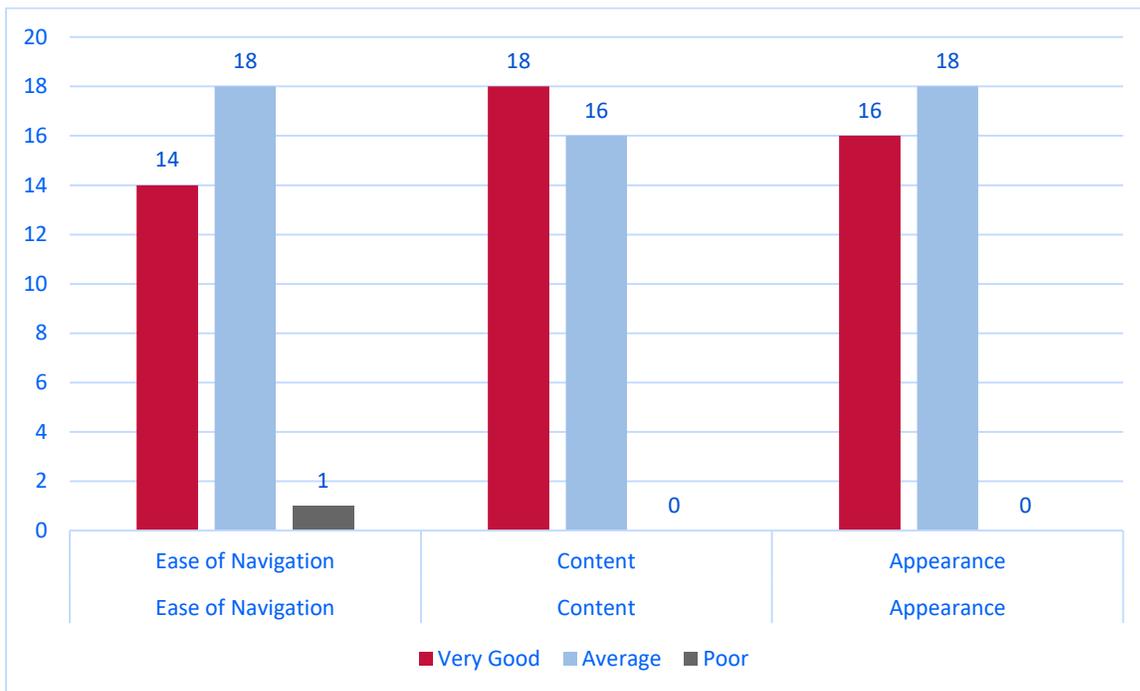
**Figure 5: What was the main purpose of your visit?**



Source: Online Survey. N= 34

The website is generally rated as satisfactory, with navigation being considered the weakest area, as shown in Figure 9.

**Figure 6: Rating of PTIN Website**



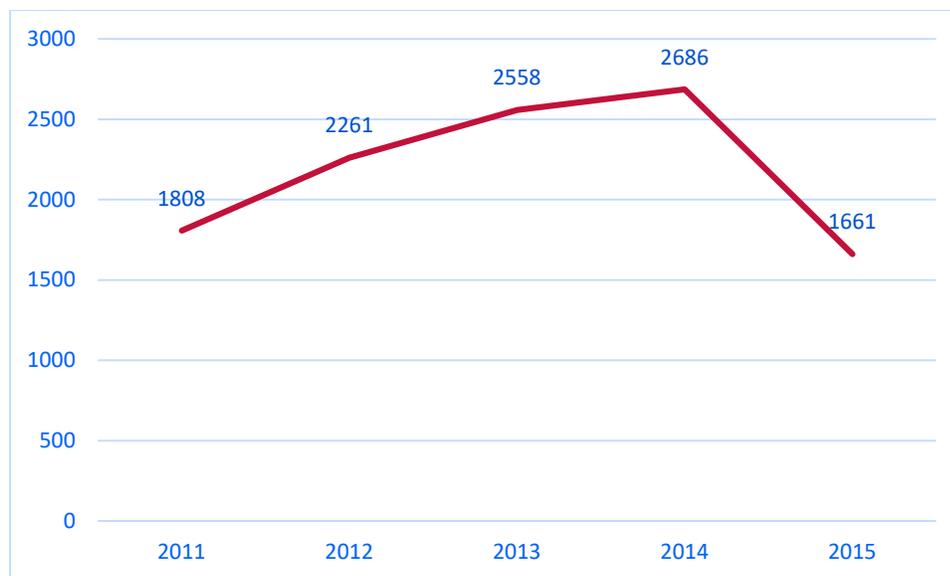
Source: Online Survey. N= 34

Suggestions to improve the website included:

- Adding banners with the latest information;
- Better labelling and explanation of some of the material;
- Increasing links to related websites;
- Increasing the amount of local language (non-English) content; and
- Improving the navigation to make it more user-friendly.

There is generally an impression that few people are aware of the website, perhaps only members of the network. This is generally confirmed by the Analytics data available from the web host, shown in Figure 10, that demonstrates relatively flat numbers year-on-year.

**Figure 7: Unique Visitors to PTIN Website Annually**



Source: Google Analytics, accessed on July 27, 2015. Figures for 2015 show only 6 months' worth of data.

Both survey respondents and key informants felt that more could be done to advertise the website. Respondents acknowledge that this could be a shared responsibility of the network to disseminate and promote the website through their networks rather than relying on the Secretariat but this may require a conscious collective effort.

## EFFICIENCY

The examination of efficiency focused on perceived value-for-money, particularly in comparison to other food safety capacity building efforts.<sup>7</sup> Key informant interviews raised the following points regarding areas where PTIN is providing good value or where further efficiency gains could be made:

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<sup>7</sup> The evaluation did not include any examination of PTIN's finances beyond funding sources.

- Holding PTIN meetings in conjunction with other FSCF or SCSC meetings- which is not always the case now- would allow more people to attend. Particularly for non-government members of the network, budgets may not permit multiple trips to events that are not held at the same time/place.
- The focus of PTIN and GFSP on Training-of-Trainers was felt to be potentially very effective in providing a multiplier effect to the initial investment. So for example, in the Chile case cited above, three people who were trained who then conducted follow-on training for another 30 individuals. This requires commitment to ensure replication, including identifying own-source funds.
- The blending of online support (for more theoretical material) with hands-on training for the complementary practicums was considered a useful method to reduce costs and could be encouraged, given sufficient support. However, it should be noted that the majority of key respondents expressed a strong belief in the higher effectiveness of in-person training.
- Respondents felt that APEC support to sponsor travel for regulators from developing economies provides value because it allows trainings to reach a broader range of economies than other institutions with similar missions.

## SUSTAINABILITY

In evaluative terms, sustainability refers to the sustainability of outcomes after the end of the intervention. To the extent that the evaluation has documented changes in policy and practice at the economy level, sustainability of PTIN's capacity building is considered to be good. Policy changes are of course likely to influence food safety outcomes in those economies for some time. It is also seen that trainees are applying what they learned and that this knowledge has changed practices within their institutions well after the training.

The training modules themselves have now been translated into Chinese, Indonesian, Portuguese, and Vietnamese. These materials are available open source, but not necessarily on the PTIN's website, and it is not clear that they are being broadly advertised or disseminated. A concerted effort to centralize these materials and advertise them to interested groups would increase sustainability of the effort to improve food safety in the region. It is also noteworthy that the training modules have now been replicated outside of APEC in at least two cases: once in Antigua with US government funding and once in Brazil with industry funding.

## ORGANIZATIONAL STRENGTHS AND WEAKNESSES

In regards to the organizational effectiveness of PTIN, respondents were asked whether they belonged to other food safety forums and what PTIN's advantages are vis-à-vis these other organizations. Among survey respondents who provided this information, 56% belong to other food safety forums (N=32). Exactly half of those respondents are also members of the GFSP. Another 13% are members of the Standards and Trade Development Facility. The remainder belong to a large number of various organizations including GFSI, Food Laboratory Alliance, Inter-American Network for Food Analysis Laboratory (INFAL), Global Harmonization Initiative, International Food Protection Association, and Consumer Goods Forum.

Among those who answered this question (N=33), respondents were equally split between those who state that PTIN is more useful than these other forums (24%), and those who state that it is less useful than other forums (24%). The remaining half of the respondents who answered this question feel that PTIN is equivalent to other food safety forums. Comments on the relative advantages of PTIN included that “It is more helpful [compared to other forums] available for suppliers in the APEC region” and that PTIN has the advantage of “actually conducting training programs.” Key respondents cite as comparative advantage the unique mix of tripartite stakeholders (regulators, industry and academia) and the varied economies represented in APEC.

Among key respondents, PTIN was considered to be more flexible and responsive than similar organizations such as GFSP, FAO, and UNIDO. Respondents felt that the decision-making process was more streamlined than the large international organizations and thus more efficient and more likely to “get things done.” They also appreciated the interest of PTIN in soliciting the feedback of members and felt that the network allowed for more two-way exchange of priorities and communication than other forums.

While the general impression of PTIN’s management and operations is very positive, one area in which key respondents felt that activities could be improved was in the area of communications and outreach. There is demand for more, and more frequent, communication from PTIN and for a broader range of substantive materials. Suggestions include:

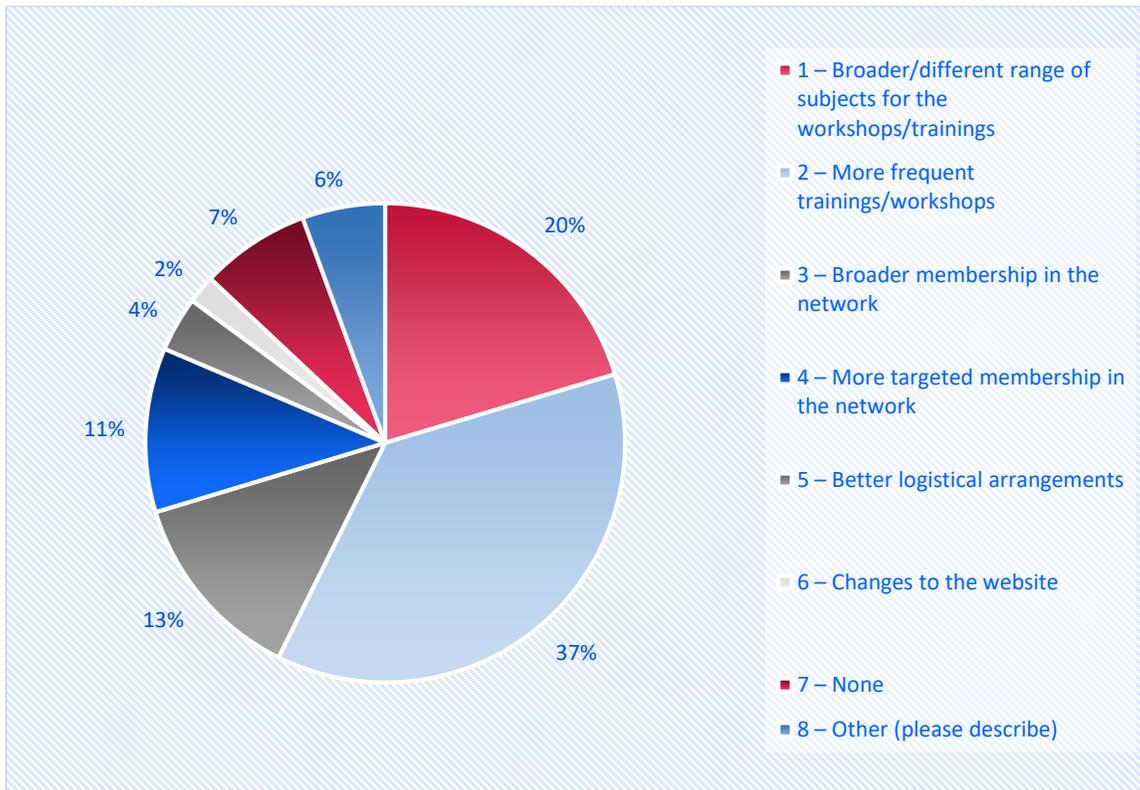
- Creating and publishing online a directory of which Ministries are responsible for which aspects of food safety within the member economies.
- Disseminating examples of food safety policies and practices in middle income developing economies so that they can learn from each other. It was felt that only sharing examples from developed economies limits application of learning since some of those practices may simply be too expensive or complicated for developing economies to adopt at this time.
- Disseminating information on food safety policy changes among the member economies. For example, one respondent suggested publishing more regular “products,” for example an annual review of policy changes among member economies, as a way of raising the profile of PTIN’s communications.
- Devoting resources to tracking and publishing what various members of the PTIN network are doing in the area of capacity building under the 5 priority areas (as noted above, this information is not centralized currently).

While respondents commonly said they would like to receive information more frequently, the PTIN Administrator was complimented as being very responsive to requests.

## FUTURE DIRECTIONS

A number of questions were posed in both the online survey and telephone interviews in regards to areas to improve or focus PTIN’s activities in the future. For example, survey respondents were asked how PTIN could be more effective, the responses are shown in Figure 11. Two of the responses under “Other” related to better collaboration with similar organizations.

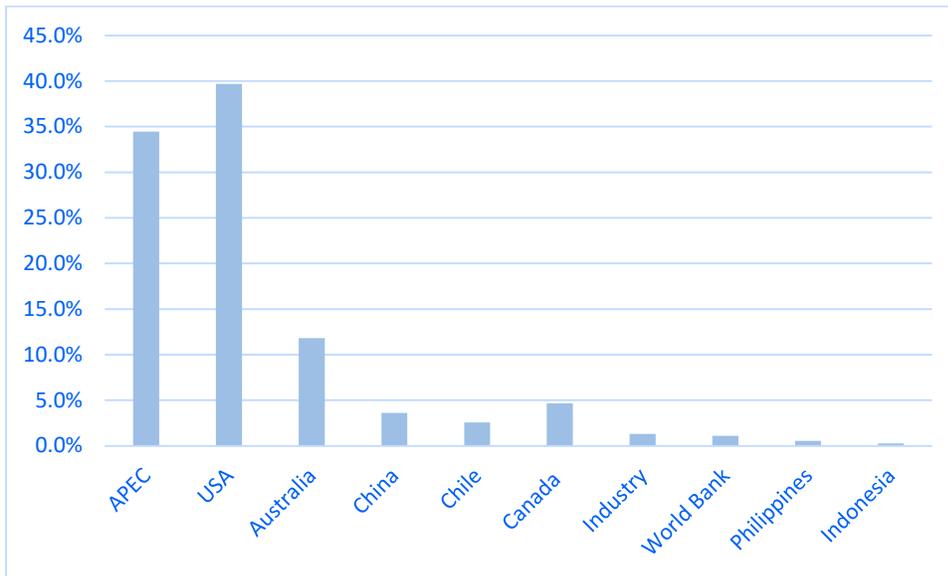
**Figure 8: How Can PTIN’s Work be Made More Effective?**



Source: Online Survey. N= 54

The appetite for more training is evidenced in the data above, with a large majority of respondents to this question wanting more frequent trainings in a broader range of subjects. Specific suggestions for future trainings included trainings for Small and Medium Enterprises (SMEs) to improve their capacity to produce quality products, and trainings on quality management for laboratories on fresh produce contaminants.

Respondents acknowledge that funding is the primary constraint impeding more training, and are concerned with sustainability in the sense of continued funding for PTIN’s activities. Funding for FCSF and PTIN events is supported by APEC and by individual member economies that self-fund events or contribute speakers or venues. Total funding of PTIN activities since inception, including an APEC-funded multi-year project, comes to US\$7,741,723. The funding sources are shown in Figure 12.

**Figure 9: Financial Contributions by PTIN Members (2008- June 2015)**

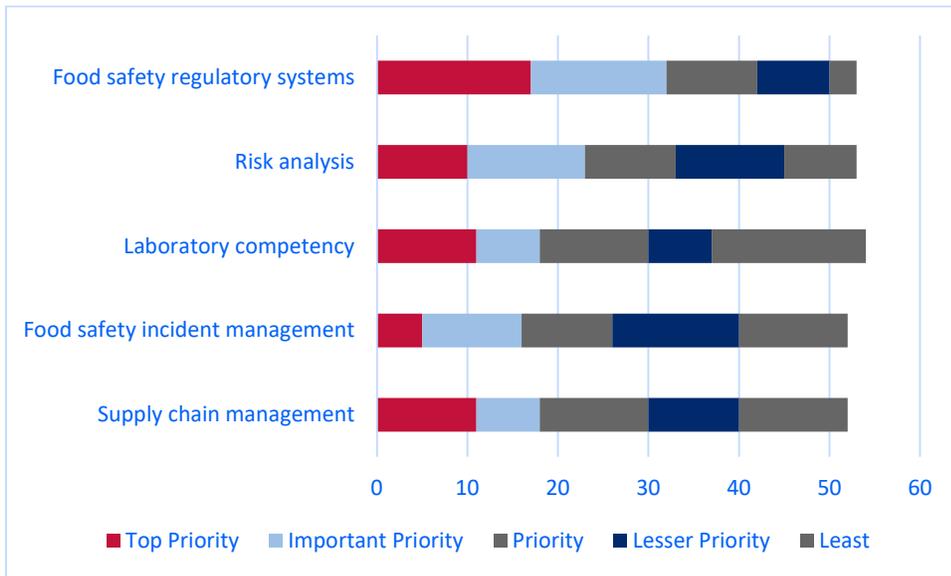
Source: PTIN Secretariat. Data processed by evaluator. Note that this includes strategic planning and policy events not listed among the workshops in Annex I.

There appears to be willingness from industry to host or sponsor trainings, as evidenced by past successful examples and some of the interviews. For example, key respondents cite industry funding for food safety training outside of the PTIN umbrella (but using modified materials from PTIN –sponsored trainings) in Brazil and China by large companies wishing to train their suppliers. However, it seems these examples are not well known throughout the network and it may be desirable to document and disseminate them to set an example for APEC economies that may wish to pursue such arrangements.

In addition, some respondents view PTIN as having “outsourced” training activities to GFSP, and although a number of respondents are not fully satisfied with GFSP, they may not think to sponsor training with PTIN. This may reduce availability of funds for future PTIN trainings. The lack of clarity between the respective roles of PTIN and GFSP is something that the Steering Committee may wish to address in the future (or better disseminating information regarding existing agreements).

Key respondents generally felt that given increased difficulty in securing resources, PTIN would be advised to focus on regulatory and standards harmonization. This is mirrored in the survey responses, where 31% of respondents expressed a preference for regulatory systems as the top priority, followed by laboratory competence and supply chain management, both of which were selected as the highest priority by 20% of respondents. However, the key informant interviews suggest that the preference for regulatory work is strongest among developed economy respondents, and thus the predominance of U.S. respondents in the survey may be affecting this response. In any case, this would require a strategic discussion to discuss how the capacity building mandate would be applied to the policy areas.

**Figure 10: In the future, what areas do you think PTIN's work should focus on?**



Source: Online Survey. N= 56

# CONCLUSIONS AND RECOMMENDATIONS

Overall, the PTIN is viewed by its members as relevant, effective, and good value. Respondents view the forum as providing unique benefits in bringing together the range of economies, and the range of stakeholders, that it does. The demand for capacity building in the area of food safety is high among the developing economies and the trainings done to date are being applied by the large majority of participants and are resulting in improved practices among member economies, although the scale of this change is difficult to ascertain given the relatively small sample size achieved by this evaluation.

Areas for improvement are generally concentrated in the area of communications and outreach. This extends to more comprehensively collecting and centralizing information on policy changes and training activities taking place among PTIN members; more aggressively advertising and updating the website with content; and increasing communication or updates to members. Respondents agree that the network members themselves would need to take part in these efforts for them to be effective, rather than relying solely on the Secretariat. The Steering Committee may wish to consider agreeing on concrete roles and responsibilities along these lines.

Despite its perceived value and achievements, PTIN network members are cognizant of the difficulty in obtaining sufficient resources to meet future demand. Prioritizing among competing demands is a strategic question outside the scope of this evaluation but some points are noted in the evaluation that may be useful in this regard:

- There are examples of industry-sponsored trainings that could be documented in more detail and disseminated among members.
- There are models of requiring beneficiary institutions to subsequently replicate training in their home economies with own-source or privately financed funds that could be useful in future.

The Terms of Reference for this evaluation also requested recommendations on possible metrics to more rigorously monitor and evaluate future work. The evaluator notes that to date, PTIN activities have been conducted without any formal monitoring and evaluation (M&E) framework. This means that no performance indicators have been developed and no consistent data points have been collected that would allow evaluators to consider the specific objectives and outputs of the activities. Even very simple data points such as beneficiary numbers of trainings are not being collected routinely or in a centralized fashion or according to good practices.<sup>8</sup> This necessarily limits the scope of evaluations and is a finding in and of itself. It is strongly recommended that an M&E framework be developed for future activities once a work plan is agreed. Potential illustrative key performance indicators might include:

1. Number of women/men attending in-person capacity building trainings on food safety topics;
2. Number of food safety policies harmonized among APEC member economies; and

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<sup>8</sup> For example, no sex disaggregated data on beneficiaries is being collected or reported.

3. Number of economies adopting improved laboratory practices.

Reporting on all three of these metrics would require more comprehensive and consistent reporting than is being done currently as well as increased resources dedicated to M&E.

# ANNEX I: FSCF PTIN CAPACITY BUILDING ACTIVITIES (2009- JUNE, 2015)

Priority 1: Risk Analysis				
	Workshop Title	Location/Date	Number of Beneficiaries (M/F)	Intended Outcome
1	Hot Topics in Risk Analysis	Singapore August 2009	Total: 83 Female: N/A	Capacity building
2	Food Safety Risk-Benefit Analysis Workshop	Manila, Philippines, November 2011	Total: 54 Female: N/A	Capacity building
3	Workshop on Improved Food Inspection Capacity Building Based on Risk Analysis- (part of M CTI 03 12A multi-year project)	Korea, May 23-24, 2014	Total: 175 Female: 71 (Est.)	Capacity building
Priority 2: Food Safety Regulatory Systems/Export Certificates				
	Workshop Title	Location/Date	Number of Beneficiaries (M/F)	Intended Outcome

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4	Export Certificate Roundtable	Australia February 2010	Total: 70 <sup>9</sup> Female: N/A	Capacity building
5	Export Certificate Workshop	Washington DC April 2012	Total: 107 Female: N/A	Capacity building
6	Ongoing Work on FSCF Roadmaps for Regulatory Cooperation in Export Certificates and Pesticide Maximum Residue Limits Draft Roadmaps	Endorsed in September 2013, Ongoing, Virtual	Total: N/A	Regulatory cooperation and harmonization activity
7	APEC FSCF PTIN Export Certificate Meeting	October 16, 2014, Brisbane, Australia	Total: N/A	Policy discussion/ Capacity building
Priority 3: Supply Chain Management				
	Workshop Title	Location/Date	Number of Beneficiaries (M/F)	Intended Outcome
8	Developing Food Safety Plans for the Supply Chain	China November 2010	Total: 121 Female: N/A	Capacity building
9-11	HACCP Training Module Pilots	Beijing China in May-June 2012 Shanghai Vietnam Antigua	Beijing: 34 Shanghai: 38 Vietnam: 27 Antigua: 22	Capacity building

<sup>9</sup> Source: workshop report; there is no participant list available to substantiate this figure.

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		Brazil	Total: 121	
12	Aquaculture Training Module Pilot	Indonesia June 2013	Total: 40 Female: N/A	Capacity building
13	Best Practices in Educating Food Safety Standards to SMEs- Part of M CTI 03 12A)	Surabaya, Indonesia, April 2013	Total: 87 Female: N/A	Capacity building
14	Food Additives Workshop	Chinese Taipei, April 29-30, 2015	Total: Female:	Capacity building
Priority 4: Incident Management				
	Workshop Title	Location/Date	Number of Beneficiaries (M/F)	Intended Outcome
15	Incident Management Workshop	United States May 2011	Total: 99 Female: N/A	Capacity building
16	Food Safety Incident Network- )Part of M CTI 03 12A)	Surabaya, Indonesia, April 2013	Total: 98 Female: N/A	Capacity building/harmonization/setting up network
17	APEC FSCF PTIN Food Allergen Workshop	Vancouver, Canada, May 5-8, 2014	Total: 134 Female: N/A	Capacity building
Priority 5: Laboratory Capacity Building				
	Workshop Title	Location/Date	Number of Beneficiaries (M/F)	Intended Outcome
18	Laboratory Capacity Workshop	Thailand August 2011	Total: 105 Female: N/A	Capacity building

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19-21	Three Sub-Regional Train-the-Trainer Events on Analytical Methods/Validation/Fitness for Purpose in APEC pesticide residue laboratories	June through August 2012 - Chile, <b>Peru</b> , Mexico - <b>Vietnam</b> , Philippines, Papua New Guinea, and Indonesia - <b>Malaysia</b> , Thailand, Russia, and China	Total: 59 (aggregate for all 3 trainings) Female: 22	Capacity building
22	Laboratory Capacity Building Activity with several pilot economies	2013 College Park, MD	Total: 58 Female: 20	Capacity building
23	Scientific Technical Advisory Group (STAG)	College Park, MD	Total: 16 Female: 8	Capacity building/strategic direction
24	Proficiency Testing of Veterinary Drug Residues in Food- (Part of project CTI 03 12A)	Sept 10-11 2014, Beijing, China	Total: 19 Female: 14 (Est.)	Capacity building

# ANNEX II: LIST OF DOCUMENTS REVIEWED

*APEC Food Safety Cooperation Forum Partnership Training Institute Network Terms of Reference*, May 2011.

*APEC Multi-Year Project Proposal*, November 20, 2012. Project Proposal to the APEC Secretariat Requesting 3 Year Funding For Food Safety-Related Activities.

*APEC MULTI-YEAR PROJECT: AUGUST MONITORING REPORT, JANUARY - JULY 2013*

*APEC MULTI-YEAR PROJECT: AUGUST MONITORING REPORT, AUGUST 2013 - JULY 2014*

Bourquin, L. and Deepa Thiagarajan, *Food Safety/ HACCP Technical Training Activities Under APEC FSCF PTIN and the Global Food Safety Partnership*, Michigan State University, December 12, 2013 (presentation to the GFSP).

Food Safety Cooperation Forum (FSCF), Partnership Training Institute Network (PTIN) *Review of Progress and Next Steps*, April 2013.

Food Safety Cooperation Forum (FSCF), Partnership Training Institute Network (PTIN) *Review of Progress and Next Steps*, July 2014.

Global Food Safety Partnership (GFSP) Second Annual Report and 2015 Work-plan, 4 December 2014.

*Report on the APEC Food Safety Incident Network*, Surabaya, April 12, 2013. Inaugural meeting of the FSIN acting on recommendation of the 2011 Food Safety Incident Management Workshop held in Montana in 2011. Set activities going forward.

Summary of Evaluations Report, 1st Workshop of the Asia-Pacific Economic Cooperation (APEC) Food Safety Incident Network (FSIN), 12 April, 2013, Surabaya, Indonesia.

Summary of Evaluations Report, Sub-Committee on Standards and Conformance (SCSC) Workshop on Educating SMEs on Food Safety Standards, 10 April, 2013, Surabaya, Indonesia.

# ANNEX III : SURVEY QUESTIONNAIRE

## Personal data

Economy

Gender

Male  Female

Sector

Industry  Academia  Government  Multilateral

1. What is your primary area of interest related to PTIN's work? (please select all that apply)

1 – supply chain management

2 – food safety incident management

3 – laboratory competency

4 – risk analysis

5 – food safety regulatory systems

6 – All of the above

7– Other [please

describe\_\_\_\_\_]

2. Please describe your involvement with the APEC FSCF Partnership Training Institute Network (PTIN) (please select all that apply)

1 – Served as a speaker or trainer at PTIN event

2 – Attended a PTIN event [if yes:

– attended 1-2 events

– attended 2 or more events

– attended more than 10 events]

3 – Organized or coordinated a PTIN event

4 – Visit the PTIN website

5 – Other [please

describe\_\_\_\_\_]

3. If you have attended PTIN event(s), have you been able to apply what you learned in the training/workshop?
- 1 – Yes, almost every day as a regular part of my job
  - 2 – Yes, almost every week as part of my job
  - 3 – Yes, infrequently but as a regular part of my job
  - 4 – Rarely
  - 5 – Never
  - 6 – Not applicable
4. If you answered Rarely or Never, please select the response that best reflects your explanation as to why the workshop/training is not applicable:
- 1- Not relevant to my current responsibilities
  - 2- Too technically difficult to implement
  - 3- Insufficient resources to implement
  - 4- No directions from superiors to implement this new method/policy
  - 5- Method does not seem relevant to our economy/company/institution
  - 6- Other \_\_\_\_\_
5. Has the training/workshop changed the **way that your institution operates?**
- 1 – Yes, changed government or company policy as a direct result of the training/workshop
  - 2 – Yes, changed government or company practices as a direct result of the training/workshop
  - 3 – Yes, changed coursework, academic papers, or research results as a direct result of the training/workshop
  - 4 – No changes have been made
  - 5 – Changes have been made but unrelated to the training/workshop
6. If you answered yes above, please give a concrete example of how your institution is applying the lessons of the workshop:
- 1- Changed the way we conduct laboratory testing
  - 2- Changed the way we analyze food risks
  - 3- Changed the way we issue/obtain export certificates
  - 4- Changed/informed how we manage our supply chain
  - 5- Informed academic research or teaching that I conduct
  - 6- Informed training conducted by my institution
  - 7- Informed programs supported by my institution
  - 8- Informed trade policy supported by my institution
  - 9- Other [ \_\_\_\_\_ ]

Please describe the change in concrete terms (i.e. before/after):

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7. To what extent have you shared the information or lessons you learned during the workshop/training with your colleagues?

- 1 – After returning from the workshop/training, I provided a formal presentation
- 2 – I have explained some aspects of the workshop/training informally
- 3 – I have included information I gained in the workshop in subsequent publications
- 4 – I have not shared workshop/training information with my colleagues
- 5 – I shared training materials with others in my organization
- 6– Other

[Please describe \_\_\_\_\_ ]

8. Have you visited the FSCF/PTIN website (fscf-ptin.apec.org) in the last 12 months?

- Yes
- No

9. If yes, what was the main purpose of your visit?

- 1 – Download past conference/workshop materials
- 2 – Obtain information on upcoming events
- 3 – Download training modules
- 4 –Other [please describe \_\_\_\_\_ ]

10. If yes, how would you rate the website?

	Very Good	Average	Poor
Ease of Navigation			
Content			
Appearance			

11. Do you have any suggestions for how the website can be improved?

\_\_\_\_\_

12. What is the primary benefit of being a member of the PTIN network for you and your institution?

- 1 – Being invited to PTIN events
- 2 – Informal exchanges/communication with other APEC regulators and industry representatives
- 3 – Receiving information on food safety developments within APEC
- 4 – Food Safety Capacity building
- 4 – None
- 5 –Other [please describe \_\_\_\_\_ ]

13. Are you a member of other food safety forums?

- 1 – No  2 –Yes

If yes, please specify:

1-  Global Food Safety Partnership  
Development Facility

2-  Standards and Trade

3-  Other [please describe \_\_\_\_\_]

14. If yes, how useful is PTIN to you compared to these other forums?

More  Same  Less

re e s

Comment:

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15. Overall, in which area of food safety has the PTIN made the biggest contribution?

- 1 – Introduced more science-based methods to ensure food safety in APEC economies  
 2 – Contributed towards improved cooperation in food safety incident management  
 3 – Contributed towards harmonization of food safety regulations that facilitate trade  
 4 – Developed replicable training materials to improve food safety  
 5 – None  
 6 –Other [please describe \_\_\_\_\_]

Comment:

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16. How can PTIN's work be made more effective?

- 1 – Broader/different range of subjects for the workshops/trainings  
 2 – More frequent trainings/workshops  
 3 – Broader membership in the network  
 4 – More targeted membership in the network  
 5 – Better logistical arrangements  
 6 – Changes to the website  
 7 – None  
 8 –Other [please describe \_\_\_\_\_]

Comment:

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17. In future, what areas do you think PTIN's work should focus on? (please rank all that apply from highest to lowest)

- 1 – supply chain management
- 2 – food safety incident management
- 3 – laboratory competency
- 4 – risk analysis
- 5 – food safety regulatory systems
- 6 –Other [please describe \_\_\_\_\_]

# ANNEX IV: KEY RESPONDENTS

Economy	Respondent
Australia	Mr. Michael Fraser, Secretary, Asia Pacific Laboratory Accreditation Cooperation
Canada	Mr. Bhavik Thakkar Senior Regulatory Policy and Risk Management Advisor/ Conseiller principal Bureau of Policy, Intergovernmental and International Affairs
Chinese Taipei	SheKao Yi-Ting, Section Chief, Food and Drug Administration
Chile	Mr. Fernando Acuña Assistant at the Regulatory Department, DIRECON Ministry of Foreign Affairs-DIRECON
Chile	Dra. Javiera Cornejo Kelly Assistant Professor, Universidad de Chile
Indonesia	Mr. Halim Nababan Director for Food Safety Surveillance and Extension National Agency of Drug and Food Control, The Republic of Indonesia
Lao PDR	Dr. Somthavy Changvisommid Director General of Food and Drug Department, Ministry of Health
Philippines	Ms. Alpha Mateo Science Research Spwecialist II Bureau of Agriculture and Fisheries Product Standards, Ministry of Agriculture
Singapore	Ms. Shakilla Shahjhan Regional Director, Government Affairs Abbot Laboratories, Singapore
USA	Dr. Les Bourquin Professor and Food Safety Specialist Michigan State University, Dept of Food Science and Human Nutrition
USA	Dr. Janie Dubois Manager, International Food Safety Training Lab University of Maryland, JIFSAN
USA	Ms. Melissa A. San Miguel Director, Global Issues and Multilateral Affairs Grocery Manufacturers Association
Viet Nam	Mr. Van Tai Mai Director Centre for Environment and Disease Monitoring in Aquaculture (CEDMA)

N/A	Ms. Amy Evans Head of Global Food Safety Partnership Secretariat World Bank
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# ANNEX V: KEY RESPONDENT QUESTIONS

The open-ended questions posed to key informants were:

## Relevance

1. Among PTIN's 5 priority areas (supply chain, incident management, laboratory competence, risk analysis and regulatory systems), which do you consider most relevant to the challenges facing APEC at this time?
2. What parts of the PTIN approach (either delivery mechanisms or topics) should be modified to increase relevance to current challenges?

## Effectiveness

1. How are PTIN activities contributing to increased food safety within the APEC region?
2. To what extent are the PTIN activities (training, online materials, community of practice) influencing policy and practice within APEC member economies?
3. What examples can stakeholders provide of any changes in their economy or the region?
4. Which PTIN activities (training, online footprint, networking, etc.) are considered most/least effective by stakeholders?
5. Compared to other organizations working in this area, what is the particular advantage, if any, of PTIN?
6. How have PTIN activities influenced the work of other capacity building institutions?

## Efficiency

7. Compared to similar activities, are PTIN trainings good value for money?
8. Could the efficiency of PTIN activities be improved?

## Sustainability

9. If your institution has made any institutional or policy changes as a result of PTIN capacity building, are they continuing post-intervention?
10. Does your institution have any future plans to host a PTIN event? If so, are you using your own funds?