STRATEGIC FRAMEWORK

2015-2020

21 October 2015
INTRODUCTION

Recurring outbreaks of foodborne illness and food safety incidents in many parts of the world affirm the importance of addressing food safety at the global level. Unsafe food has the potential to be rapidly transferred across countries and regions. Beyond their negative public health impacts, food safety incidents also contribute to undermining consumer confidence and trade disruptions. Similarly, different approaches to regulatory oversight can contribute to trade restrictions. Various drivers are having an impact on the food safety landscape. These include changing food consumption and distribution patterns in developing countries and the growing complexity of food supply chains as more countries enter the global food market. The risks associated with these drivers of change need to be addressed through enhancing food safety capacity.

Upgrading food safety competencies in both regulatory systems and production and processing practices in developing and middle income countries increases their ability to produce safe food, which improves public health, facilitates market access, and contributes to enhanced food security. Food safety capacity development is a costly endeavour requiring investments by public and private partners, who often operate in silos and lack opportunities for collaboration. These partners recognize the need for a platform where international organizations, food regulators, private sector producers, processors and retailers, technical service providers, leading academic institutions and other stakeholders can convene to influence the development and implementation of collaborative approaches to address food safety capacity building needs.

The Global Food Safety Partnership (GFSP) was created to address this need as an innovative, public-private initiative dedicated to supporting global cooperation for food safety capacity building. The GFSP was launched in December 2012 by the World Bank together with a number of public and private partners to promote and better coordinate food safety capacity building efforts.

The purpose of this Strategic Framework is to advance the mission of the GFSP during the period 2015-2020 by defining an updated vision and strategic goals for the Partnership. The Strategic Framework encompasses activities and measurable indicators for outputs, to track progress towards accomplishment of the GFSP mission, particularly during the next years of implementation i.e., 2015-2017. It is understood however, that these activities as well as associated indicators may be further refined over the course of implementation of the Strategic Framework.
The mission of the GFSP is to enable effective and coordinated food safety capacity building through a robust public-private partnership aiming to improve public health and economic development outcomes.

Food safety capacity building encompasses building competencies, knowledge and infrastructure to support enhanced food safety outcomes. It includes the development of technical, scientific and regulatory capacity of government organizations entrusted with training, outreach, oversight, auditing and enforcement of food safety law and regulations in developing and middle-income countries. It also includes upgrades to food industry value chains and their management systems that ensure the production of safe food and to support compliance with food safety laws and regulations.

At the 2nd GFSP Annual Conference (Singapore, December 2013), GFSP partners identified that success for enabling food safety capacity building would be achieved if efforts to upgrade food safety regulatory systems aligned with measures taken by industry throughout the entire supply chain to improve food safety management systems. Such efforts would be guided by the adherence of these measures to international standards set under the auspices of the Codex Alimentarius Commission.

Figure 1: Alignment of food safety regulatory and industry management systems (Singapore, December 2013)
During the Strategic Framework Revisit Retreat in Vienna in June 2015, the extended Leadership Group discussed the GFSP value added in enabling food safety capacity development. In short, the GFSP is in the business of catalyzing and mobilizing resources to more effectively enable the execution of food safety capacity building (FSCB) in developing and middle-income countries to improve the efficacy of initiatives and to amplify their impacts, thereby contributing to improved public health, food security, consumer confidence, trade and economic development. This is to be achieved through synthesizing and sharing FSCB knowledge and by bringing a higher level of coordination and synergy among on-going or new initiatives.

**ROLE OF THE GFSP IN SUPPORTING FOOD SAFETY CAPACITY BUILDING & OPERATING MODEL:**

In delivering its mission, the GFSP will act as a robust Platform to foster public-private food safety capacity building partnerships that deliver measurable improvements in food safety capacity in developing and middle-income countries. The GFSP will act following two core functions: 1) to set the course of food safety capacity building; and 2) to mobilize resources:

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 in developing and middle-income countries, through input from public and private partners and by drawing guidance and lessons from international good practice; and
   c) disseminating lessons learnt and best practices to inform future food safety capacity building investments.

These functions will be delivered through harnessing the expertise made available by GFSP partners and their respective networks. The course setter function calls for a robust analytics capability to identify, analyze and report on food safety capacity building needs, priorities, tools and effectiveness.

2) Acting as a global coordinator by convening and mobilizing resources in support of key food safety capacity building initiatives that will lead to improved food safety outcomes. Such capacity building initiatives will be initiated **upon request from partners and other stakeholders**¹ and will be enabled through access to the vast network of food safety expertise, specifically by tapping into the expertise and resources available through the partnership. This latter function will be undertaken when GFSP support is sought for particular initiatives that **meet certain criteria** regarding, for example, their expected global impact and their potential to serve as a model amenable to replication and scaling-up. These initiatives may have their own sources of funding or could seek the GFSP’s support in mobilizing funding, either fully or partially. GFSP’s support may enable the convening of partners who agree to pool resources in order to deliver specific capacity building efforts.

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¹ Partners and other stakeholders include financial and in-kind contributors, beneficiaries and implementing organizations.
As illustrated in the figure in Annex 2 below, the **Global Platform** would facilitate the identification and prioritization of needs, bring its convening power to bear to mobilize resources to respond to such needs, and analyze and disseminate information on the effectiveness of best practices in capacity building. The GFSP would also help in coordinating **local** or regional food safety capacity building **partnerships**, when asked and when certain criteria are fulfilled, subject to available resources.

**GFSP Global Platform**

- **Submission: Call for Support**
  - Criterion 1
  - Criterion 2
  - Criterion n...
- **Needs ID & Priority Setting**
  - Global advocacy
  - Design tools and solutions
  - High level positions

**Leadership/Secretariat**

- Robust / clear and transparent governance system managed by a professional secretariat

**Targeted funding**

**Partnership X**

**Partnership Z**

**Partnership Y**

**Partnership W**

**Partnership I**

**Partnership II**

**Local partnerships**

**Improved Food Safety Capacity**

*Figure 2: Role of the GFSP – Global Platform serving Local Partnerships*

**STRATEGIC VISION STATEMENT FOR 2020:**

By 2020, the GFSP aims to be a major public-private enabler, catalyst and knowledge-sharing hub for food safety capacity building initiatives in low and middle income countries.

**GFSP PRINCIPLES AND CORE VALUES**

*In fulfilling its mission and striving to achieve its vision, the GFSP adheres to core values and principles that include:*
Collaboration amongst the broad community of food safety partners and stakeholders in order to foster inclusiveness and facilitate consensus building

- Transparency in decision making and operations
- Accountability on the use of available resources and for achieving impact

**Proposed Strategic Direction for 2015-2020**

To deliver on its mission and attain the vision set by the partnership by 2020, the GFSP will be guided by three Strategic Pillars, as well as a foundational pillar to support its internal governance and operations. It is important to note that the ordering of pillars is not an indication of their relative importance i.e., Pillar 1 is not meant to be more important than Pillar 2 and so on. In fact, the order of pillars stems from the workflow aiming to support the execution of Food Safety Capacity Building (FSCB); where Pillar 1 supports the identification of areas of FSCB intervention and priority; Pillar 2 enables enhanced coordination and convening efforts to support investments/action; and Pillar 3 focuses on enabling execution of these FSCB initiatives. Similarly, the order of pillars should not be interpreted as an order of importance for resource allocation. It is understood that resources to implement the Strategic Framework will be commensurate with the type of activity being considered. For example, activities identified under Pillar 1 focusing on priority setting and steering FSCB will likely not be as resource intensive as initiatives planned under Pillar 3, which focuses on execution.

Each of the pillars encompasses Objectives that help guide GFSP actions to achieve specific milestones. Figure 3 below describes the Strategic Pillars and associated Objectives.
It is important to link the implementation of the GFSP Strategic Framework with the ultimate and intermediate outcomes identified for the GFSP since its inception, which relate to its mission. In order to enable the implementation of the 2015-2020 GFSP Strategic Framework, a set of activities were identified along with expected deliverables and indicators. These activities and indicators should be subject to review after the first two years of implementation (i.e., after 2015-17), to support their update and refinement, as well as their continued alignment with expected outcomes.

Indicators were selected to enable, to the extent possible, the measurement of progress towards reaching the expected deliverable(s) for a specific objective. While some efforts will be focused on collecting data required to assess such progress, the indicators chosen were intended not to require additional resources and instead to leverage existing information (as much as possible). Indicators have to fulfill the SMART criteria: Specific, Measurable, Achievable, Relevant and Time-Bound.

*Figure 3: Strategic Pillars and Objectives of the GFSP Strategic Framework 2015-2020*
## Annex 1

### Strategic Pillar 1: Analyze, Capture and Report on Priorities, Tools & Effectiveness of Food Safety Capacity Building (FSCB)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Targeted Activities for 2015-17</th>
<th>Expected Outputs</th>
<th>Measurable Indicators</th>
<th>Immediate Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1- Analyze Food Safety Capacity Development Needs, Priorities and Methodologies</td>
<td>1.1.1- Conduct analysis of needs, priorities, best practices, lessons learnt and future requirements for food safety capacity building investments (e.g., issues and trends affecting food safety capacity development needs, regional and global priorities etc.) 1.1.2- Identify Food Safety Capacity Assessment tools and where appropriate promote the use of such tools in program design and for the development of M&amp;E frameworks</td>
<td>- Published analysis of food safety capacity development needs that drives consensus in GFSP prioritization  - Assessment tools made available for capacity development program design and for M&amp;E</td>
<td>• # of GFSP-led publications (and their citations) analyzing food safety capacity development needs, priorities and lessons learnt  • Increase in use of tools and methodologies aiming to assess impacts of food safety capacity development, disseminated by GFSP in Program design and in the implementation of M&amp;E frameworks.</td>
<td>FSCB Priorities, Needs and Methodologies Analyzed, Addressed and Broadly Disseminated</td>
</tr>
<tr>
<td>1.2- Develop and implement food safety capacity development knowledge dissemination</td>
<td>1.2.1- Identify and disseminate peer reviewed and relevant training and technical material for use in food safety capacity development programs 1.2.2- Develop accessible (e.g., web-enabled) food safety capacity building knowledge dissemination tools</td>
<td>Food safety capacity development knowledge and tools disseminated</td>
<td>• # of materials disseminated through GFSP knowledge dissemination tools  • # of GFSP partners utilizing content disseminated by GFSP (within one year, aim to have at least one success story for selected outputs, where the output triggered a substantial improvement of the food safety framework in a country / region)</td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Pillar 2: Facilitate Food Safety Capacity Building (FSCB) through Effective Convening & Coordination

<table>
<thead>
<tr>
<th>Objective</th>
<th>Targeted Activities for 2015-17</th>
<th>Expected Outputs</th>
<th>Measurable Indicators</th>
<th>Immediate Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 - Steer the development and Implementation of Food Safety Capacity Building initiatives towards consensus* priorities set by public-private partners</td>
<td>2.1.1- Identify and implement effective coordination and convening mechanisms leveraging existing food safety international and regional forums</td>
<td>- Public and Private Food Safety Partners effectively engaged to support GFSP priority global, regional and local food safety capacity building initiatives</td>
<td>• # of forums leveraged by GFSP to support coordination and engagement of food safety partners and enable execution of food safety capacity building initiatives towards consensus* goals</td>
<td><strong>Effective Leadership of the GFSP to Promote Coordinated FSCB Investments in Support of Public/Private Priorities</strong></td>
</tr>
<tr>
<td></td>
<td>2.1.2- Enhance GFSP’s role to foster consensus in priority development through strategic representation at key food safety events / meetings</td>
<td>- Major Food Safety Forums leveraged to convene coordination efforts between public and private partners to facilitate food safety capacity building initiatives towards consensus goals</td>
<td>• # of donors/partners actively engaged in FSCB initiatives that support GFSP consensus priorities</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• # of Food Safety Capacity Building initiatives implemented in support of consensus goals</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Funding for Food Safety Capacity Building initiatives implemented in support of consensus goals</td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Pillar 3: Enable Effective Execution of Food Safety Capacity Building (FSCB)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Targeted Activities for 2015-17</th>
<th>Expected Outputs</th>
<th>Measurable Indicators</th>
<th>Immediate Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1- Develop and implement practical and effective processes to enable execution of coordinated food safety capacity building initiatives</td>
<td>3.1.1- Develop criteria for GFSP interventions to enable food safety capacity building</td>
<td>- Criteria for GFSP interventions in enabling food safety capacity building initiatives set and implemented</td>
<td>• # of projects reviewed using GFSP intervention criteria</td>
<td>Food Safety Capacity Building Initiatives are Executed in a Scaled-up Manner and with Amplified Impacts</td>
</tr>
<tr>
<td></td>
<td>3.1.2- Apply criteria to select “proof of concept” projects submitted to GFSP for consideration of support</td>
<td>- Process mapping GFSP’s intervention(s) (in enabling execution of “submitted” food safety capacity building initiatives) developed and implemented</td>
<td>• - Process map for GFSP handling of requests submitted to GFSP made available/public</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1.3- Develop process map for GFSP handling of «submitted» requests to enable food safety capacity building</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.2- Execute «proof of concept» projects according to GFSP’s updated operational model</td>
<td>3.2.1- Enable execution of «proof of concept projects» meeting the criteria for GFSP intervention</td>
<td>- Select food safety capacity building enabled according to operating model as “proof of concept” projects.</td>
<td>• # of “proof of concept” projects executed with support from GFSP convening and resource mobilization efforts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.2- Develop metrics and assess impacts of GFSP involvement / support in enhancing return on investment for «submitted» food safety capacity building initiatives</td>
<td>- GFSP projects evaluated according to metrics of foods safety enhancements</td>
<td>• Objectives of “Proof of Concepts” FSCB projects to enhance food safety are met (as per proposed indicators in Annex 1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2.3- Assess impacts of select FSCB projects on food safety enhancements and value added of GFSP intervention to amplify such impacts</td>
<td>- Value added of GFSP intervention to amplify food safety enhancement assessed and supported improvement</td>
<td>• % of GFSP projects evaluated using GFSP evaluation tools.</td>
<td></td>
</tr>
</tbody>
</table>
### Foundational Pillar: Enact Effective Governance and Operations

<table>
<thead>
<tr>
<th>Objective</th>
<th>Targeted Activities for 2015-17</th>
<th>Expected Outputs</th>
<th>Measurable Indicators</th>
<th>Expected Outcome</th>
</tr>
</thead>
</table>
| **4.1- Develop and implement a Governance structure that supports GFSP’s operations** | 4.1.1- Develop a partnership charter for GFSP to be finalized by partners  
4.1.2- Develop and implement a Governance structure as outlined in the Strategic Framework | - Charter and Governance structure of GFSP developed and finalized by partners  
- Coordination mechanisms within the Governance structure to support GFSP operations developed and/or leveraged | • GFSP charter developed  
• Governance structure implemented | Effective GFSP Operating Model Supporting Implementation of Coordinated FS Capacity Development |
| **4.2- Invest in GFSP secretariat functions to enable GFSP’s sustainable leadership in steering food safety capacity building globally** | 4.2.1- Equip the GFSP secretariat with competency needed to execute GFSP mandate and operating model  
4.2.2- Engage GFSP partners and stakeholders to enhance and sustain funding for the GFSP Secretariat | - GFSP Secretariat equipped with competencies needed to fulfill GFSP’s role as per operating model  
- GFSP Secretariat possesses the capacity needed to fulfill GFSP’s role as per operating model | • Secretariat equipped with necessary competencies.  
• Level of funding raised to support GFSP operations |
Annex 2

Assumptions, Opportunities, Risks and Key Requirements

Assumptions:
- One of the main expected outputs of an effective GFSP is scaled-up private and public sector training delivered on a large scale.
- The GFSP is not the only food safety capacity building initiative. A number of initiatives are currently underway, with support from industry or public partners (international organizations and governments). The GFSP aims to maximise the impacts of targeted interventions through bringing together private and public partners and leveraging their collective resources.
- In a number of instances, training materials and knowledge needed to implement effective capacity building programs have already been identified and are being used in smaller scale training activities. In particular, food manufacturers who run effective food safety management systems have already identified gaps in food safety capacity development and are addressing such gaps with the relevant training programs run on a relatively small scale. In such areas, there would be no need for significant investments in needs analyses related to the food manufacturing sector.
- The coordination and convening activities of the GFSP to enable execution of food safety capacity building should not rely on newly created forums or events, as there are already a number of food safety meetings taking place throughout the year that can be leveraged.
- The GFSP will provide a mechanism to facilitate knowledge sharing between public and private sector interests, which is needed to lead to the production of safer food and provide effective regulatory oversight.

Opportunities:
- As indicated above, the sheer number of training initiatives currently underway and the current level of investment in food safety capacity development by public and private partners constitute important opportunities that could be leveraged. The GFSP would focus its efforts on enabling the amplification of these efforts such as the effective execution of larger scale training, building on existing investments. The GFSP would have achieved its mission, if capacity building programs undertaken under its leadership are executed more efficiently and effectively than outside the partnership.
International organisations, governments, foundations and funding bodies have traditionally invested in food safety capacity development both in knowledge generation, knowledge management and investments to support delivery of training and food systems upgrades. With the continued emphasis on the importance of food safety to support public health and economic / human development goals, there may be added opportunities to leverage new investments in this area by the GFSP, as a catalyst and an effective coordinator of such efforts.

Risks:
- GFSP partners are not able to align their priorities in a manner that support coordinated action.
- The “bureaucracy” of the GFSP inhibits effective implementation of food safety capacity building
- The costs to deliver training and other capacity development activities from within the Partnership are deemed to be greater than the costs of delivering the same programs without GFSP’s intervention.
- The Partnership fails to deliver improved food safety capacity enhancements.

The relevant monitoring and evaluation tools will be implemented to ensure such risks are prevented and/or mitigated in the context of the implementation of this Strategic Framework.

Requirements:

The implementation of the GFSP Strategic Framework for 2015-20 has to rely upon the buy-in and commitment of its partners to ensure that specific key requirements are fulfilled:

- The Secretariat is to be funded in a sustainable fashion and at a level that is commensurate with the new expectations of delivery under the new model. This would be achieved through a trust fund made up of contributions of public and private partners.
- The GFSP Secretariat is adequately staffed and equipped with the relevant expertise to enable the new operational model, where the GFSP Secretariat plays an expert analytical role, analysing needs, priorities, best practices of food safety capacity building, beyond its coordination and convening role.
- The GFSP is able to attract additional and maintain existing partners and donors to ensure sustainable funding of the GFSP Secretariat and promote investments in food safety capacity building.

- An agreed-upon governance structure is implemented, following a GFSP Charter outlining roles and responsibilities of GFSP partners, donors, stakeholders, and Governing Council. The Governing Council will act as the decision making and steering body for the GFSP as a partnership.

- International organisations with oversight on food safety (i.e., FAO and WHO) will provide leadership and support to the GFSP. The GFSP may leverage activities and investments made by other international organizations that contribute significantly to food safety capacity building (e.g., OIE, UNIDO, WTO-STDF, IAEA, IICA, etc.)

**EARLY DELIVERABLES AND TRANSITION PERIOD LEADING-UP TO STRATEGIC FRAMEWORK IMPLEMENTATION**

In implementing, the GFSP Strategic Framework initially, successes will be leveraged where the GFSP has already coordinated the execution of key food safety capacity building initiatives. In particular, the focus will be on implementing and expanding:

- the supplier training in China
- the laboratory competency development in China and Vietnam

The documented implementation of these initiatives will help develop processes, criteria, coordination instruments and lessons learnt stemming from these early deliverables.

In parallel, the GFSP Secretariat will develop an inventory of on-going initiatives and activities previously identified under the GFSP Roadmap 2012-2017 to determine the status of their progress, and assess their alignment with the current strategic direction. In particular, activities such as the development of the “Chemical Risk Assessment training module”, the global food safety curriculum undertaken by IUFoST and the identification and implementation of (food safety capacity building) knowledge dissemination tools, will be assessed and recommendations will be made as to their continuation and/or future directions.

A more detailed annual workplan, aligned with the Strategic Framework, and accounting for transition activities, will therefore be developed by the GFSP Secretariat, and submitted for approval to the Governing Council in the weeks following the commencement of implementation of the new Strategic Framework.
Value added, how GFSP would help improve food safety systems, and platform description.

The three figures below summarize the GFSP value added, how the GFSP would seek to support improved food safety systems, and how the GFSP would function as a platform.

Value added and X factor for GFSP as expressed at the GFSP Strategic Framework Retreat June 2015
Linking Ultimate Outcomes of the GFSP with Proposed Immediate Outcomes of the GFSP Strategic Framework for 2015-20
Illustration of the Strategic Direction for the GFSP for 2015-2020
Proposed indicators to support achieving food safety objectives through capacity building and training initiatives (chosen as “proof of concept” projects):

Some of the early deliverables related to “proof of concept” food capacity building and training projects, which may be executed with the support of GFSP funding and convening efforts relate to the supplier training initiative, using the approach of “train the trainer”.

The following indicators are suggestions for monitoring the impacts of such initiatives and competency development initiatives. These indicators are included as examples for indicators of success and impacts of food safety capacity development efforts. They can be used to assess whether food safety capacity development is achieving the objectives set for food safety enhancements. These indicators can be further tailored to other similar initiatives:

<table>
<thead>
<tr>
<th>Specific indicators of outcomes</th>
<th>Planned indicator (2016)</th>
<th>Actual indicator</th>
<th>Sources of information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training of trainers programs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead trainers trained</td>
<td># Trainers</td>
<td></td>
<td>Training records/certificates issued</td>
</tr>
<tr>
<td>Supplier trainers trained</td>
<td># Trainers</td>
<td></td>
<td>Training records/certificates issued</td>
</tr>
<tr>
<td># Suppliers/trainer achieving food safety compliance</td>
<td># Suppliers</td>
<td></td>
<td>Gap analysis and third party audit checklists</td>
</tr>
<tr>
<td>Increased knowledge (pre/post testing)</td>
<td>%</td>
<td></td>
<td>Pre-test and post-test results &amp; Self-efficacy evaluations</td>
</tr>
<tr>
<td><strong>Supplier training programs</strong></td>
<td></td>
<td></td>
<td>GFSP Monitoring and Evaluation WG developed proposed indicators and sources of information</td>
</tr>
<tr>
<td># Supplier training programs delivered</td>
<td>#</td>
<td>#</td>
<td>Training records</td>
</tr>
<tr>
<td># Supplier staff trained</td>
<td>#</td>
<td>#</td>
<td>Training records</td>
</tr>
<tr>
<td># of mentored visits to achieve compliance per/company</td>
<td>#</td>
<td></td>
<td>Trainer field records</td>
</tr>
<tr>
<td>Reported change in behavior in-plants (poor/good/excellent)</td>
<td>%</td>
<td></td>
<td>Trainer field records/follow-up survey/Food Safety Culture assessments</td>
</tr>
<tr>
<td><strong>Food Safety</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># Suppliers/processors achieving food safety compliance*</td>
<td># or %</td>
<td></td>
<td>Third party audit records</td>
</tr>
<tr>
<td># Food safety culture/behavior change (Self-efficacy)</td>
<td>#</td>
<td>#</td>
<td></td>
</tr>
<tr>
<td><strong>Market metrics</strong>: # Food safety incidents/recalls reduction, etc.</td>
<td>%/#</td>
<td># Achieve min level audit frequency (3-5 yrs)</td>
<td>Retail and commercial buyers records/surveys</td>
</tr>
<tr>
<td>Food safety perception improved - buyers/consumers complaints</td>
<td>#/#</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food products approved for purchase</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>% of shipments without defects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% supplier caused finished goods defects</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product or commodity specific focused outcomes/expectations</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
* Compliance with government audits +/- or GFSI or other supply chain requirements

**Market metrics: market withdrawal, import alerts, recalls, actions by another company and/or other regulatory actions, incident/event characteristics (i.e. 1 time, quickly identified & corrected) or if it was systemic (i.e. the issues was broader & a repeat).