



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

30 May 2014

1. **Project Code** 14-AG-27-GE-SMN-A
2. **Title** Study Mission to the United Kingdom on Innovative Approaches to Risk Management in Food Supply Chains
3. **Timing and Duration** 13–18 October 2014 (six days)
4. **Venue** London + other locations, United Kingdom (UK)
5. **Implementing Organizations**

APO Secretariat  
Leaf Square Hongo Building 2F  
1-24-1 Hongo, Bunkyo-ku  
Tokyo 113-0033, Japan  
Tel: 81-3-3830-0417  
Fax: 81-3-5840-5324  
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Campden BRI  
Station Road, Chipping Campden  
GL55 6LD, UK  
Website: www.campdenbri.co.uk  
Tel : 44 -1386 842 000  
Fax : 44-1386 842100  
Email: Bertrand.emond@campdenbri.co.uk
6. **Number of Overseas Participants** Up to 19 qualified participants  
(See 11. Qualification of Candidates)
7. **Closing Date for Nominations** 20 July 2014

### 8. Objectives

To learn state-of-the-art tools, technologies, approaches, and strategies for managing risks in food supply chains through studying/observing successful examples of risk management in the host country.

### 9. Background

Driven by booming world trade in food, global food supply chains are increasingly becoming complex and multitiered. In recent years, the number of cases of food contamination and recalls has increased, affecting company reputations and finances. Consumers are increasingly concerned about food safety, how food is produced, and how it is handled within the food supply chain. Entities engaged in food supply chains encompass geographical, economic, political, and social extremes. This adds to the potential risks facing an organization such as contamination, theft, natural disasters, and bioterrorism threats putting the food supply chain in a particularly vulnerable position. The one overriding food industry

concern is how best to manage food safety across the global supply chain while complying with the regulatory requirements. Given the pervasiveness of risks and massive structural changes in global and national agrifood systems, farmers, agribusiness firms, food companies, and governments face new challenges in the design of risk management strategies.

For expanding food exports to advanced international markets like the EU and increasing profitability, the Asian food industry clearly needs effective approaches and strategies to manage risks. The UK is well known for its modern food safety and food traceability systems, state-of-the-art food-processing technologies and food-handling practices, and packaging and labeling techniques. The country also has in place sound regulations, policies, and institutional settings to ensure the safety, integrity, and security of food supply chains. This study mission will provide Asian food industry stakeholders an opportunity to learn from the rich experience of the UK in managing risks in food supply chains.

## **10. Scope and Methodology**

This study mission will expose participants to a showcase of new ideas and practical examples that could help them adopt some of the best practices learned and introduce innovations in managing risks in their food businesses. They will observe successful models of risk management in food supply chains through visits to food companies, food organizations, food institutes, and wholesale and retail agrifood markets, among others. This study mission will also include presentations by local experts. The tentative main topics to be covered are:

- a. Managing risks in global food supply chains: an overview;
- b. Managing food quality/safety risks in food supply chains;
- c. Managing logistics risks in food supply chains;
- d. Regulatory, policy, and institutional settings for effective risk management;
- e. Public-private partnerships for effective food safety and traceability; and
- f. Key success factors in managing risks in food supply chains.

The study mission will consist of observational visits to relevant facilities in the host country, theme presentations, and group exercises.

The tentative program details are given in attachment 1.

## **11. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	Senior government officers, executives/managers from the food industry and NPOs, senior consultants, and academics responsible for food safety management systems, import/export of food products, and/or risk management in food supply chains.
Experience	At least three years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/ institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring

participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.

Age	Candidates who fit the above profile are typically between 35 and 50 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

## **12. Financial Arrangements**

### **To be borne by participants or participating countries**

- a. International airfare between the international airport nearest to the participant's place of work and the project venue in the UK.
- b. Any travel expenses related to travel insurance costs, passport, visa fees, and airport taxes.
- c. Participants' insurance premiums: All participants must be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.
- d. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period on account of early arrival or late departure, or any other reason whatsoever must be borne by the participants themselves/participating countries.

### **To be borne by the APO**

- a. Appropriate hotel accommodation and per diem allowances for all participants for up to seven days in the UK.
- b. All local expenses related to the study mission.
- c. All assignment costs of resource persons.

## **13. Actions by Member Countries**

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are

not competent enough. Sometimes candidates are not selected because they are overqualified for a project.

- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Agriculture Department, APO Secretariat (e-mail: [agr@apo-tokyo.org](mailto:agr@apo-tokyo.org), fax: 81-3-5840-5324).
- e. The APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please give the candidate's name and the project code on the reverse side of the photograph.
- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, the APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO workshop.
- l. NPOs should inform participants that they must attend all six days of the project to qualify for the certificate of attendance.

#### **14. Actions by the APO Secretariat**

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

#### **15. Postproject Actions**

All participants are required to prepare action plans based on their learning from the study mission for follow up and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

#### **16. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

#### **17. Guide for Participants**

Other conditions for participation are given in the APO Guide for Participants, which is available from APO Liaison Officers/NPOs in member countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General

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Study Mission to a Nonmember Country on Innovative Approaches to Risk Management in Food Supply Chains, 13–18 October 2014, UK

**Tentative Program of Activities**

(To be finalized in consultation with the implementing organization in the UK)

<b>Date/Time</b>	<b>Tentative Program</b>	<b>Hotel Accommodation</b>
<b>Sun., 12 October 2014</b>	Arrival of participants in London, UK  Proceed individually to the hotel (to be designated later)	Central London
<b>Mon., 13 October</b>	Registration of participants  Opening session <ul style="list-style-type: none"> <li>• Welcome address by the APO Secretary-General</li> <li>• Program orientation</li> <li>• Introduction of participants and experts</li> <li>• Group photo</li> </ul> Presentations by experts from:  Food Standards Agency (FSA) <a href="http://www.food.gov.uk/">http://www.food.gov.uk/</a>  Department for Environment, Food and Rural Affairs (DEFRA) <a href="http://www.defra.gov.uk/">http://www.defra.gov.uk/</a>  British Retail Consortium <a href="http://www.brc.org.uk/">http://www.brc.org.uk/</a>  BRC Global Standard <a href="http://www.brcglobalstandards.com/">http://www.brcglobalstandards.com/</a>  Day summary and learning/action diary completion  APO-hosted Welcome Dinner	Check out  Transfer late afternoon by coach to Stratford-upon-Avon
<b>Tue., 14 October</b>	<b>Presentations + Field/Company Visits</b>  Campden BRI, Chipping Campden <a href="http://www.campdenbri.co.uk">www.campdenbri.co.uk</a>  Presentations by experts on: <ul style="list-style-type: none"> <li>- Testing and sampling</li> <li>- Laboratory best practices</li> <li>- Food safety management systems</li> <li>- Threat analysis and food fraud</li> <li>- Risk assessment and risk/crisis management</li> <li>- Supply chain compliance</li> <li>- Supply chain resilience</li> <li>- Training and capacity building</li> </ul>	Stratford-upon-Avon

	<p>Visit of analytical laboratories and R&amp;D facilities</p> <p>Day summary and learning/action diary completion</p> <p>Campden BRI-hosted social/networking evening/dinner</p>	
<b>Wed., 15 October</b>	<p><b>Field/Company Visits</b> Visit to Stoneleigh to meet key representatives from</p> <p>National Farmers Union (NFU) <a href="http://www.nfuonline.com/">http://www.nfuonline.com/</a></p> <p>Royal Agricultural Society of England (RASE) <a href="http://www.rase.org.uk/">http://www.rase.org.uk/</a></p> <p>Agriculture and Horticulture Development Board (AHDB) <a href="http://www.ahdb.org.uk/">http://www.ahdb.org.uk/</a></p> <p>Agricultural Industries Confederation (AIC) <a href="http://www.agindustries.org.uk/">http://www.agindustries.org.uk/</a></p> <p>Visit to a leading primary producer/vegetable grower</p> <p>Guided visit to selected supermarkets</p> <p>Meeting with experts from CABI <a href="http://www.cabi.org">http://www.cabi.org</a></p> <p>Day summary and learning/action diary completion</p> <p>CABI-hosted social/networking evening/dinner</p>	Stratford-upon-Avon
<b>Thu., 16 October</b>	<p><b>Field/Company Visits</b> Visit to a leading food manufacturer</p> <p>Visit to a leading food distribution center</p> <p>Visit to a leading food wholesaler/distributor</p> <p>Day summary and learning/action diary completion</p> <p>BRC-hosted social/networking evening/dinner</p>	<p>Check out</p> <p>Transfer by coach to Central London</p>
<b>Fri., 17 October</b>	<p><b>Field/Company Visits</b> Early morning visit to New Covent Garden Market (wholesale fruit &amp; vegetables) <a href="http://www.newcoventgardenmarket.com/">http://www.newcoventgardenmarket.com/</a> or Billingsgate Market (wholesale fish) <a href="http://www.cityoflondon.gov.uk/business/wholesale-food-markets/billingsgate/Pages/default.aspx">http://www.cityoflondon.gov.uk/business/wholesale-food-markets/billingsgate/Pages/default.aspx</a></p> <p>Meeting with experts from</p> <ul style="list-style-type: none"> <li>- Leading food retailers (e.g., Tesco)</li> </ul>	Central London

	<ul style="list-style-type: none"> <li>- Food and Drink Federation (FDF) <a href="http://www.fdf.org.uk/">http://www.fdf.org.uk/</a></li> <li>- British Hospitality Association (BHA) <a href="http://www.bha.org.uk/">http://www.bha.org.uk/</a></li> <li>- Insurance sector</li> </ul> <p>Day summary and learning/action diary completion</p> <p>Free evening</p>	
<b>Sat., 18 October</b>	<p>Summing up Group discussions on learning and likely action plans</p> <p>Course evaluation by participants Closing session</p> <ul style="list-style-type: none"> <li>• Closing remarks</li> <li>• Awarding certificates</li> </ul> <p><b>Lunch/Afternoon: Self-guided visits and free time</b></p> <p>Free time with suggestions for visits to stores (including retail, food service) and attractions</p>	Central London
<b>Sun., 19 October</b>	Return of participants to their respective countries	Check out