



Institute of
Development Studies

UNIVERSITY
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CHANGING LIVES
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Use of Multi-Criteria Decision Analysis to Inform Decision-Making on Sanitary and Phytosanitary (SPS) Capacity-Building

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Context

- Many countries face challenges complying with SPS measures in international trade
- SPS capacity-building needs are often substantial
- Challenges to establish priorities in face of resource constraints
- Information on which to base decisions often limited (supply and/or poor quality)
- Decision-making processes often ad hoc and lack transparency
- As a result, there is often a struggle to raise resources, whilst those resources that are available are often used inefficiently
- Need for more coherent and defensible priority-based decisions

Development of the MCDA Framework

- Looked at various ways in which SPS capacity-building needs might be prioritised:
 - Cost-benefit analysis (CBA)
 - Cost-effectiveness analysis (CEA)
 - Multi-criteria decision analysis (MCDA)
- MCDA considered ‘best’ approach:
 - Relatively simple to understand and apply
 - Flexible
 - Easy to communicate results
- Process developed around the use of MCDA
- Framework now applied and tested in 8+ countries

What this workshop aims to do

- Take stock of experiences and lessons learned from countries where MCDA has been used to prioritize SPS capacity building needs
- Identify options to further improve and refine the MCDA framework and its practical application
- Make recommendations to guide future STDF work on MCDA including the development of synergies with other related work

How the workshop will be run

- Run through the MCDA framework:
 - Provide a basic understanding of how it works
 - Facilitate an informed discussion of its strengths and weaknesses
- Reflect on the utility of the MCDA framework, including experiences and lessons learned to date with its use
- Identify ways forward with the MCDA framework

What is MCDA?

- Way of making choices on basis of multiple criteria
- Applied when:
 - Choices driven by more than one criterion
 - No one option is clearly the best
- Recognises the need to make trade-offs when options perform well on some criteria and less well on others
- Wide range of methods
- Widely used family of techniques in private and public sectors

Aims of the framework

- Provide structured approach to establishing priorities between alternative SPS capacity-building options
- Enhance transparency of SPS capacity-building decisions
- Facilitate inputs to priority-setting from diverse stakeholders



- Greater resource efficiency
- Demand-driven capacity-building
- Enhanced trade and social outcomes and impacts

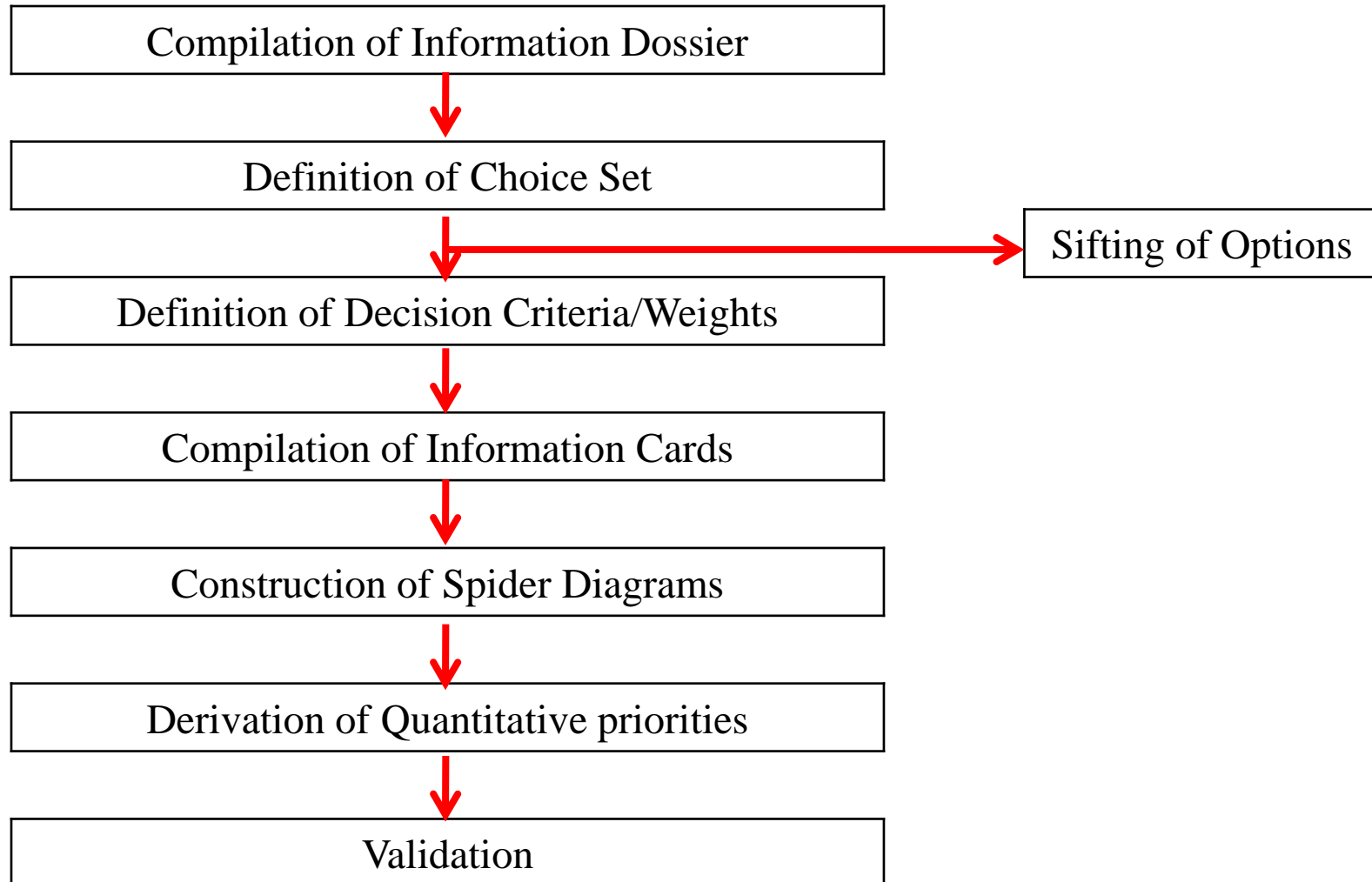
Underlying principles

- Provides sequenced process for compilation, collation and analysis of information on SPS capacity-building needs
- Aims to mimic formal decision-making processes
- Highly flexible
- ‘Imperfect analysis better than no analysis’
- Problem-based V capacity-based
- Aims to identify and prioritise practical solutions that overcome specific SPS-related trade problems

Basic framework structure

Criteria	Weights	Options				
		Option1	Option 2	Option 3	Option 4	Option 5
Cost	20%	\$3 million	\$500,000	\$2 million	\$250,000	\$3 million
Growth in Exports	30%	30%	20%	50%	10%	15%
Small farmers	30%	No	Yes	No	Yes	Yes
Poverty impacts	20%	Minor	Major	Moderate	Minor	Major
Ranking		5	1	3	2	4

Stages in prioritisation process



Wider issues

- Aims to *aid* decision-making and not to be used to *make* decisions
- Aims to catalyse engagement and debate on capacity-building needs
- Has implications for nature of decision-making processes:
 - Structure
 - Transparency
 - Cost
- Confines of the analysis can be adjusted:
 - SPS issues not related to trade
 - Non-SPS issues

Wider issues

- Complementarities with SPS capacity evaluation tools (OIE-PVS, IPPC-PCE, etc.) and other assessments
 - Identification of capacity-building needs
 - Compilation of information sheets
- Need attention and time to collect and synthesise information
 - avoid ‘rush’ to the software
- Need an inter-disciplinary team:
 - Technical SPS experts
 - Trade expert
 - Applied economist

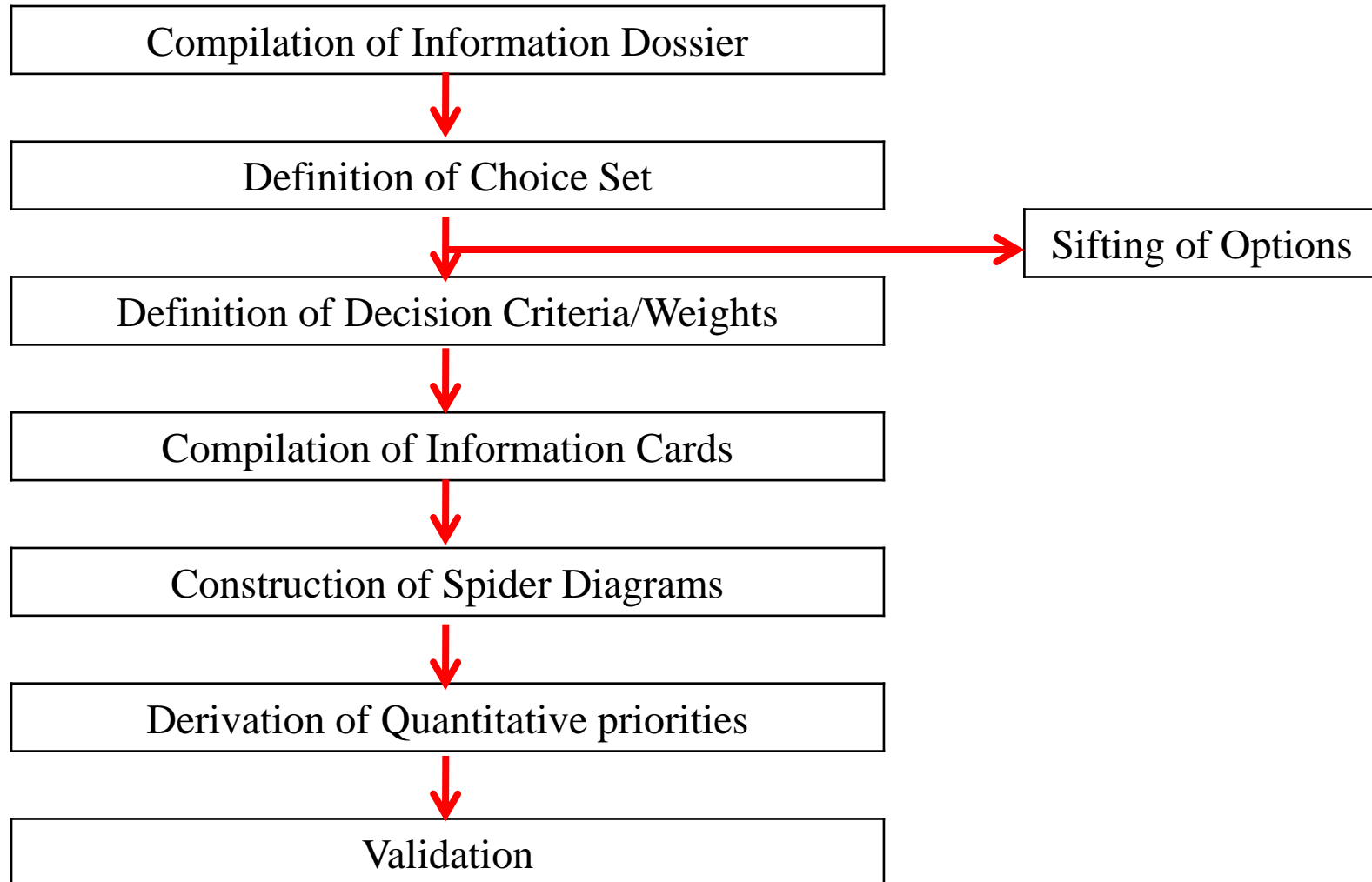
Role of the case study

- Provide you with an opportunity to apply the framework in practice
- Put you in a ‘real world’ context
- Start you thinking about the possible use of the framework, its strengths and weaknesses, and how it could be further improved

Aflandia

- Fictitious country
- Facing number of SPS-related problems
- Your task is to identify these problems and to establish which should be given priority
- To do this we will be employing the framework step-by-step
- Mimics way in which framework applied in practice

Stages in prioritisation process



Compilation of information dossier

- Build on and provide opportunity for input from previous SPS capacity evaluations, other assessments
- Ensure priority-setting exercise based on full set of existing and pertinent information
- ‘Level playing field’ across stakeholders
- Enhance transparency

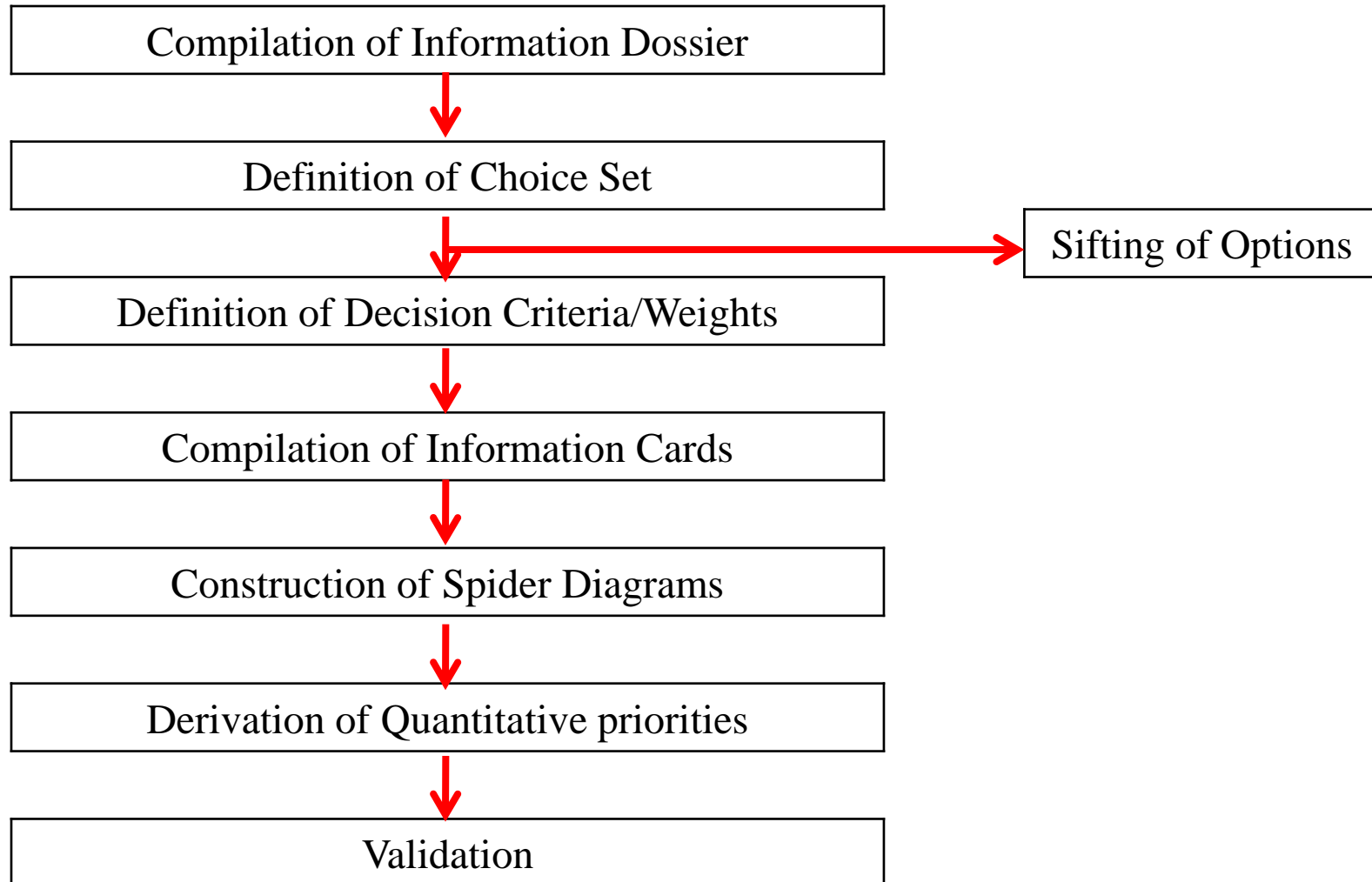
Compilation of information dossier

- Consists of ‘plausible’ indicators of weaknesses in SPS capacity linked to trade
- Aims to ‘build a picture’ from spectrum of information that is available
- Principle: ‘Use what you have’
- Sources:
 - Primary/Secondary
 - Qualitative/Quantitative
 - Rigorous/Superficial
- Important to maintain connections between identified weaknesses and indicators
- Not perfect....important to use triangulation

Possible SPS capacity indicators

Type	Examples
Capacity-based	Formal capacity evaluations and benchmarking <i>Ad hoc</i> capacity assessments
Compliance-based	Inspection reports Approved importer lists in export markets Pest interception reports
Trade-based	Border rejections in export markets Inventories of SPS requirements in export markets Trade flow trends and disruptions Official restrictions/actions in export markets Reports of trade problems from exporters Exporter and/or importer interviews and surveys <i>Ad hoc</i> problem reports/questionnaires

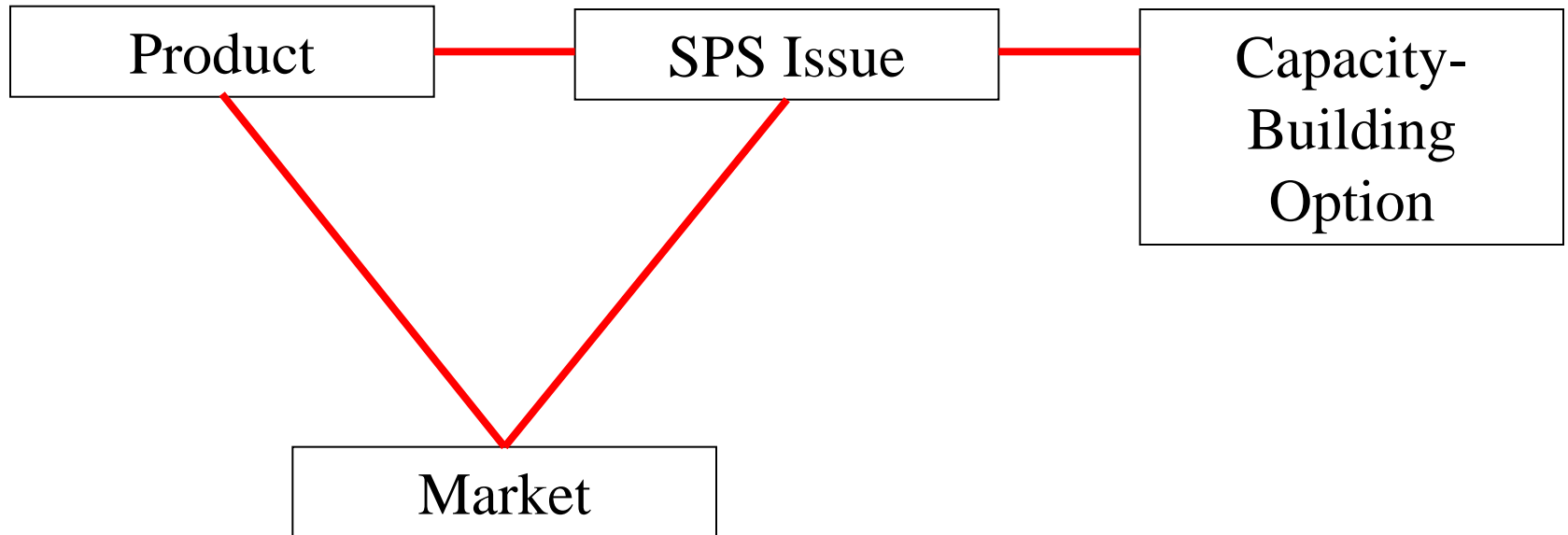
Stages in prioritisation process



Definition of choice set

- Identification of SPS capacity-building options to be considered
- Nature of capacity-building options:
 - Mutually-exclusive
 - Linked to specific capacity weaknesses
 - Can assign flow of costs and benefits
- Focus on current and nascent issues
- Focus on existing, latent and potential exports
- Trade-off between comprehensiveness and practicality
- Once have defined choice set need to sift out ‘redundant’ options

Definition of capacity-building options



Eliciting the choice set

- Approaches:
 - Workshop using Nominal Group Technique
 - Delphi survey
- Procedure:
 - Private elicitation
 - Feedback
 - Development of consensus

‘Sifting’ the choice set

- Is it an SPS issue?
- Does the option relate to a current/potential and substantive compliance problem?
- Is the option economically viable aside from the SPS constraint?
- Are the sectors concerned and the level of existing/potential exports substantive?

Belize – some excluded capacity-building options

- Non-SPS issues:
 - GMO testing for corn exports
 - Nutritional value analysis for consumer-ready juices
- No evidence an (on-going) impediment:
 - Plant health controls for citrus production
 - Plant health for hot pepper exports
 - Food safety controls for coconut and soya oil exports
- Non-trade issues:
 - Plant disease controls for pineapple exports
 - Plant health controls for citrus exports

Belize - Identified capacity-building options

- Animal health controls for live cattle exports
- Hygiene controls for beef exports
- Animal health and hygiene controls for chicken exports
- Plant health controls for pitahaya exports
- Food safety controls for papaya exports
- Laboratory testing capacity for pesticide residues and veterinary drug residues
- Laboratory testing capacity for heavy metals
- Plant health controls for citrus pulp exports

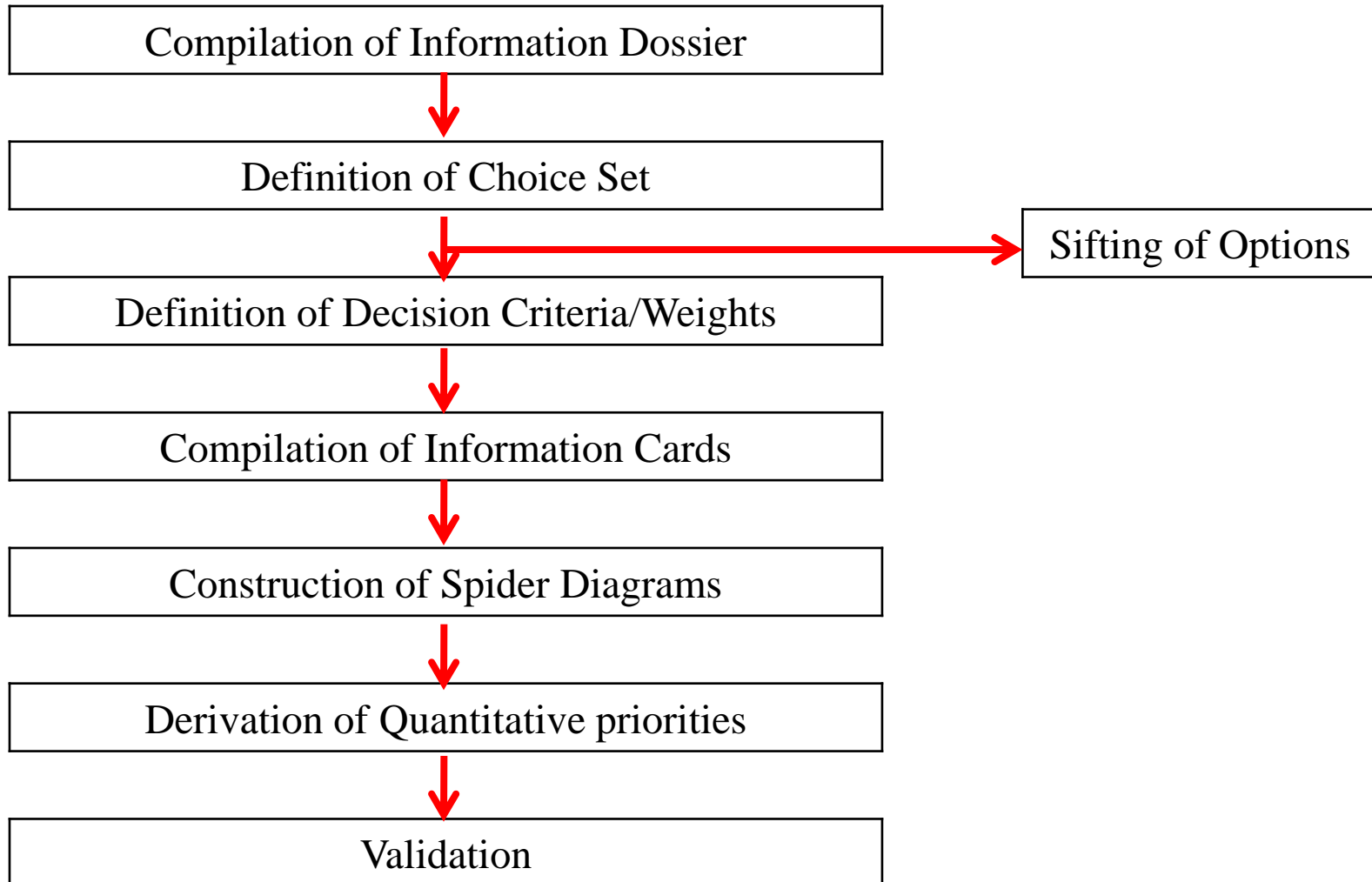
Capacity-building option sheet

Product(s) affected	
SPS issue/problem experienced	
Market(s) where SPS issue/problem is experienced	
Capacity-building option(s) that will address the issue/problem	

SPS Capacity-building options

- Aflatoxin testing for groundnuts EU
- Hygiene controls for wild capture shrimp EU
- Antibiotic controls for aquaculture shrimp EU
- Pests status for pineapple Regional
- Residue monitoring for honey EU
- Pesticide controls for fresh produce EU
- Pest risk assessment for hot peppers USA
- FMD-free areas for beef Regional
- Aflatoxin controls for maize Regional
- Pest treatment for mango Regional

Stages in prioritisation process



Definition of choice criteria/weights

- Elements:
 - Criteria to be used to establish priorities amongst members of choice set
 - Weights attached to each decision criterion
- Issues:
 - Attribution
 - Spill-over effects
- Approaches:
 - Workshop using Nominal Group Technique
 - Delphi survey

Possible decision criteria....?

- Cost and difficulty of implementation:
 - Up-front investments
 - On-going costs
 - Difficulty of implementation
- Trade impacts:
 - Growth/avoided losses in value of exports
 - Diversification of exports
 - International reputation
 - Capacity to prevent future problems
- Wider impacts on agri-food sector
 - Agricultural productivity
 - Public health
 - Environmental protection
- Social impacts:
 - Poverty
 - Vulnerable groups - women, small farmers, disadvantaged areas, etc.
 - Employment impacts

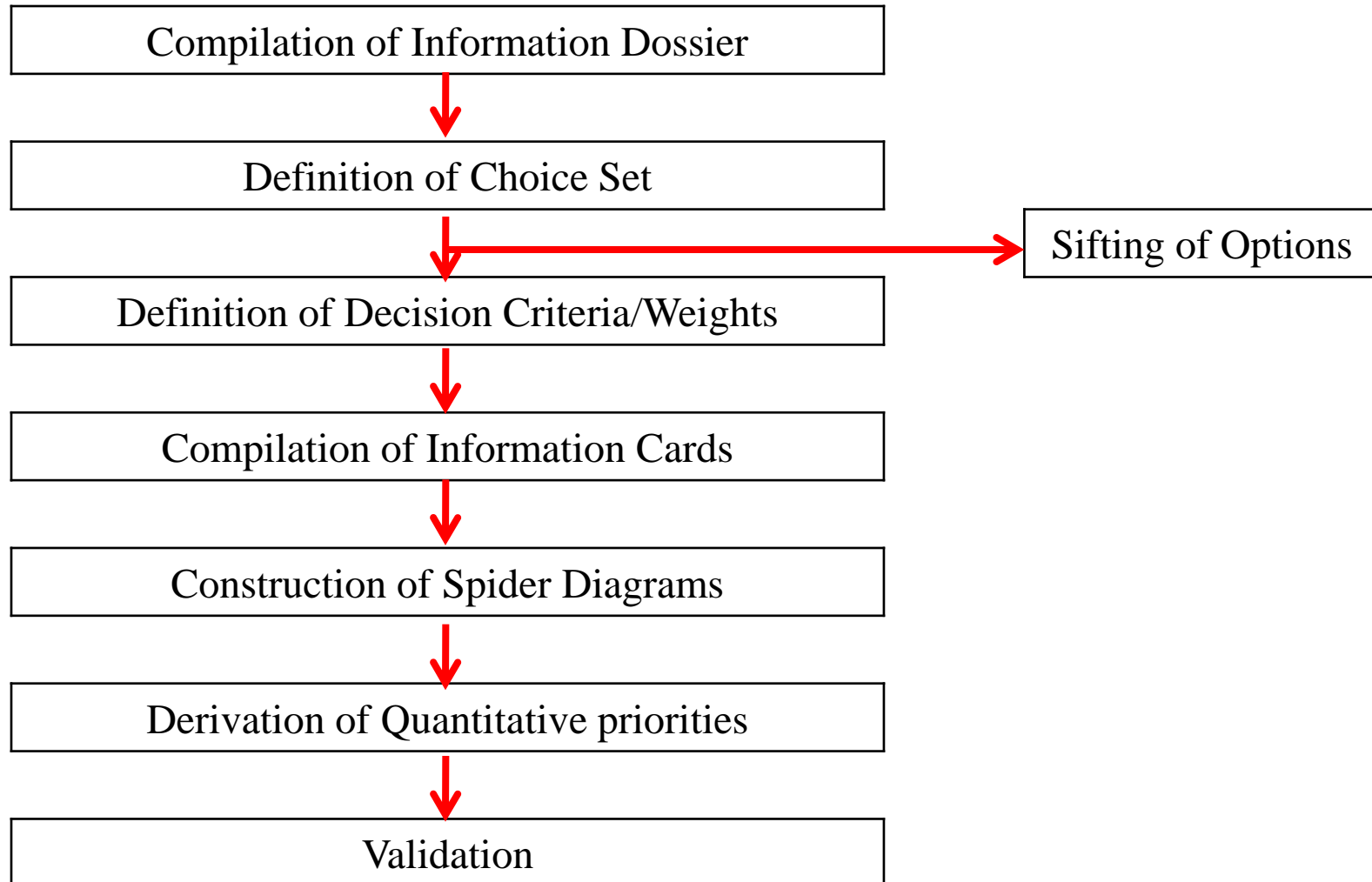
Belize - Decision criteria and weights

Criterion	Weight
Cost and difficulty of implementation	
Up-front investment	10%
On-going costs	9%
Difficulty of implementation	9%
Trade impact	
Change in value of exports	15%
Trade diversification – new products	8%
Trade diversification – new markets	9%
Domestic agri-food impacts	
Agricultural/fisheries productivity	8%
Domestic public health	8%
Environmental protection	5%
Social impacts	
Employment impacts	7%
Poverty impacts	7%
Impact on vulnerable groups	5%

Decision weight scoring sheet for Aflandia case

Criterion	Mean	SD
Up-front investment	15	6.8
On-going costs	9	4.4
Trade impact	21	9.2
Impact on domestic agricultural productivity	13	7.6
Impact on domestic public health	11	5.5
Impact on local environmental protection	7	3.9
Impact on poverty	14	6.5
Impact on vulnerable groups	11	6.0

Stages in prioritisation process





Compilation of information cards

- Bring together data on each capacity-building option
- One card for each capacity-building option
- Elements:
 - Brief description of each option
 - Quantitative measure of each decision criterion
 - Note of assumptions, basis of estimate, etc.
 - Indicator of confidence in estimate
- ‘Living’ documents
- Make use of available information, however imperfect...but don't forget your concerns about it!

Compilation of information cards

- Information sources:
 - Prior assessments of capacity-building needs
 - Extrapolations from prior assessments or costs estimates for other sectors and/or countries
 - *Ad hoc* or structured consultations and/or surveys of national stakeholders
 - *Ad hoc* or structured consultations and/or surveys of international experts
- Choice of data:
 - Availability
 - Quality

Data that can be used in information cards

Type	Description	Example
 Discrete	Yes/No	Impact on the poor Increases exports
Ordinal	Scaling	-2 = 'Large negative impact' -1 = 'Small negative impact' 0 = 'No impact' +1 = 'Small positive impact' +2 = 'Large positive impact'
Count	Number	Number of small farmers impacted Number of new markets accessed
 Continuous	Absolute value/change	Absolute increase in value of exports Percentage increase in costs

Belize - Measurement of decision criteria

Criterion	Measurement
Cost	
Up-front investment	Absolute value (\$)
On-going costs	Absolute value (\$)
Difficulty of implementation	‘Very easy’ (1) to ‘Very difficult’ (5)
Trade impact	
Absolute change in value of exports	Absolute value in 2017 (\$)
Trade diversification – new products	‘Large negative’ (-2) to ‘Large positive’ (+2)
Trade diversification – new ,markets	
Domestic agri-food impacts	
Agricultural/fisheries productivity	‘Large negative’ (-2) to ‘Large positive’ (+2)
Domestic public health	
Environmental protection	
Social impacts	
Employment impacts	‘Large negative’ (-2) to ‘Large positive’ (+2)
Poverty impacts	
Impact on vulnerable groups:	

Belize - Capacity-building option profile for animal health controls for live cattle exports

Decision Criterion	Value	Details	Confidence
Cost and difficulty of implementation			
Up-front investment	US\$6.12 million	Estimates from EU project proposal...	High
On-going cost	US\$440,000	Estimates from EU Project proposal.	High
Difficulty of implementation	5	Very difficult. Identification system needs to cover entire cattle population in Belize. Surveillance system needs to be maintained. Needs cooperation of Mexican government.	High
Trade impact			
Change in absolute value of exports	US\$13.6 million	Currently the informal trade with Mexico is estimated at US\$500,000 per annum but is estimated to increase to US\$14,062,500 per annum once trade is formalised	Medium
Trade diversification – products	0	Currently, exports occur to Mexico and Guatemala, but all informal	High
Trade diversification – markets	0	Currently, exports occur to Mexico and Guatemala, but all informal	High
Domestic agri-food impact			
Agricultural/fisheries productivity	+1	Bovine Tuberculosis and Brucellosis are not known to be major problem in cattle production in Belize. Returns to cattle production likely to increase	Medium
Domestic public health	0	No impact	High
Environmental protection	-1	Could lead to deforestation. Likely to be shift to semi-intensive or intensive systems of production.	Medium
Socio-economic impact			
Impact on employment	0	Negligible. Likely to be increased production, but not very labour intensive	Medium
Poverty impact	0	Even small cattle producers are not poor.	Medium
Impact on vulnerable groups/areas	0	Cattle producers predominantly men. North not a marginal area.	Medium

Capacity-building option information sheet

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment			
On-going cost			
Trade impacts			
Change in absolute value of exports			
Domestic agri-food impacts			
Agricultural/fisheries productivity			
Domestic public health			
Environmental protection			
Social impacts			
Poverty impact			
Impact on vulnerable groups			

Measurement of decision criteria

Criterion	Measurement
Cost	
Up-front investment	Absolute value (\$)
On-going costs	Absolute value (\$)
Absolute change in value of	Absolute value (\$)
Agricultural/fisheries production	Large negative (-2)
Domestic public health	Negative (-1)
Environmental protection	No change (0)
	Positive (+1)
	Large positive (+2)
Social impacts	
Poverty impacts	Large negative (-2) to Large positive (+2) as above
Impact on vulnerable groups: <ul style="list-style-type: none"> • Marginal areas • Women • Children • Smallholder producers/fishers 	Large negative (-2) to Large positive (+2) as above for each of the four groups

Aflatoxin testing for groundnuts

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$40,000	Costs of upgrading equipment, achieving accreditation, etc.	High
On-going cost	-\$7,176	Annual costs of maintaining accreditation \$6,000. Annual testing costs constant at \$5,000/year, making \$11,000 in total. Estimated cost of testing by customers in 5 years equal to \$20,497. Customer testing costs assumed to increase at rate of 10% in line with growth in exports.	Medium
Trade impacts			
Change in absolute value of exports	0	Tests already done and so no impact on exports	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	0	None	High
Domestic public health	0	None	High
Environmental protection	0	None	High
Social impacts			
Poverty impact	0	None	High
Impact on vulnerable groups	0	None	High

On-Going Testing Costs for Aflatoxins in Groundnuts

Year	Current costs	Current Testing Costs Increase at 10% Annually	Maintenance Costs	Local Testing Costs	Local Testing Costs Increase at 10% Annually	Total Costs of Local Testing	Net saving
1	14,000	14,000	6,000	5,000	5,000	11,000	3,000
2	14,000	15,400	6,000	5,000	5,500	11,500	3,900
3	14,000	16,940	6,000	5,000	6,050	12,050	4,890
4	14,000	18,634	6,000	5,000	6,655	12,655	5,979
5	14,000	20,497	6,000	5,000	7,321	13,321	7,176
Total	70000	85471	30000	25000	30525	60525	24945
Average	14000	17094	6000	5000	6105	12105	4989

Hygiene controls for wild capture shrimp

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$55,000	Fisher training and provision of plastic storage boxes \$55,000	High
On-going cost	\$15,000	Costs of maintaining hygiene standards amongst fishers	High
Trade impacts			
Change in absolute value of exports	\$13 million	\$60 million x 90% to EU x 60% of production x 40% price premium in EU	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	1	Reduce wastage and spoilage on fishing boats	Medium
Domestic public health	0	None	High
Environmental protection	0	None	High
Social impacts			
Poverty impact	2	30,000 poor fishers engaged in value chain	High
Impact on vulnerable groups	4	Area far along coast from capital with few other income opportunities (2); small fishers (2)	Medium

Antibiotic controls for aquaculture shrimp

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$100,000	Implementing GAP protocol: \$90,000; Laboratory accreditation: \$10,000	High
On-going cost	\$5,000	Maintaining laboratory and accreditation	High
Trade impacts			
Change in absolute value of exports	\$11 million	\$60 million x growth at 5% per year for 5 years (\$76.6) x 90% exports to EU x 40% of production x 40% price premium in EU	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	-1	Reduced productivity due to reduced use of antibiotics	Medium
Domestic public health	0	None	High
Environmental protection	-2	Expansion of farms	High
Social impacts			
Poverty impact	2	5,000 farms of average 10ha employing 30,000 largely landless people	High
Impact on vulnerable groups	2	Employment for landless people (2)	Medium

Pest status for pineapple

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$150,000	Costs of surveys	High
On-going cost	0	None	Low
Trade impacts			
Change in absolute value of exports	\$50 million	Current exports \$25 million. Estimated to result in opening of new production areas that will increase exports by 200% assuming same level of production in new area on a <i>pro rata</i> basis	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	0	None	Medium
Domestic public health	0	None	High
Environmental protection	-1	Expansion of pineapple plantations	High
Social impacts			
Poverty impact	0	Large plantations. Not labour intensive	Medium
Impact on vulnerable groups	2	Women employed in pack houses (2)	Medium

Residue monitoring for honey

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$40,000	Establishing residue monitoring plan and first survey using overseas laboratories for testing	High
On-going cost	\$10,000	Maintaining and operating residue monitoring plan	Medium
Trade impacts			
Change in absolute value of exports	\$875,000	Currently export \$500,000 to regional market non-organic. Estimated 50% will be diverted to EU organic market at 50% premium (-\$125,000). Estimated exports to EU within 5 years of \$1 million annually	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	1	Higher prices in EU markets	Medium
Domestic public health	0	None	High
Environmental protection	2	Supports maintenance of local biodiversity	Medium
Social impacts			
Poverty impact	2	30,000 small producers – high rates of poverty	High
Impact on vulnerable groups	6	Many women producers (2); marginal area (2); area with high rate of HIV/AIDS (2)	High

Pesticide controls for fresh produce

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$250,000	Design and implementation of GAP	High
On-going cost	\$20,000	Maintaining certification programme	High
Trade impacts			
Change in absolute value of exports	\$5 million	20% of exports (from smallholders) diverted to Middle East at 50% lower prices if lose EU markets	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	1	Likely to enhance productivity/reduce production costs due to greater efficiency	Medium
Domestic public health	1	Likely to reduce pesticides in produce sold to local markets	Low
Environmental protection	1	Reduced pesticide release to environment	Medium
Social impacts			
Poverty impact	2	20,000 smallholders	Medium
Impact on vulnerable groups	2	Significant role of women	Medium

Pest risk assessment for hot peppers

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$10,000	Cost of PRA – pests known not to be present	High
On-going cost	0	None	High
Trade impacts			
Change in absolute value of exports	\$5 million	Two scenarios – zero because of trade costs; \$5 million exporter estimate of market potential	Low to Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	1	Higher-value crop for farmers	Medium
Domestic public health	0	None	High
Environmental protection	0	None	High
Social impacts			
Poverty impact	1	5,000 smallholders of moderate poverty level	High
Impact on vulnerable groups	0	Near to capital. Men	Medium

FMD-free areas for beef

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$7 million	Costs of establishing FMD-free area	Medium
On-going cost	\$250,000	On-going control and vaccination costs etc.	Medium
Trade impacts			
Change in absolute value of exports	\$10 million	Estimated will bring about exports of \$10 million in 5 years and \$50 million in 10 years. Note alternative scenario is zero, if assume controls are not implemented within five years	Low to Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	1	Reduce animal disease losses/veterinary drug costs	Medium
Domestic public health	0	None	High
Environmental protection	-2	Clearance of wildlife	Medium
Social impacts			
Poverty impact	-2	Mainly large farms. Negative impact on pastoralists	Medium
Impact on vulnerable groups	-2	Disruption of life of pastoralists (2)	Medium

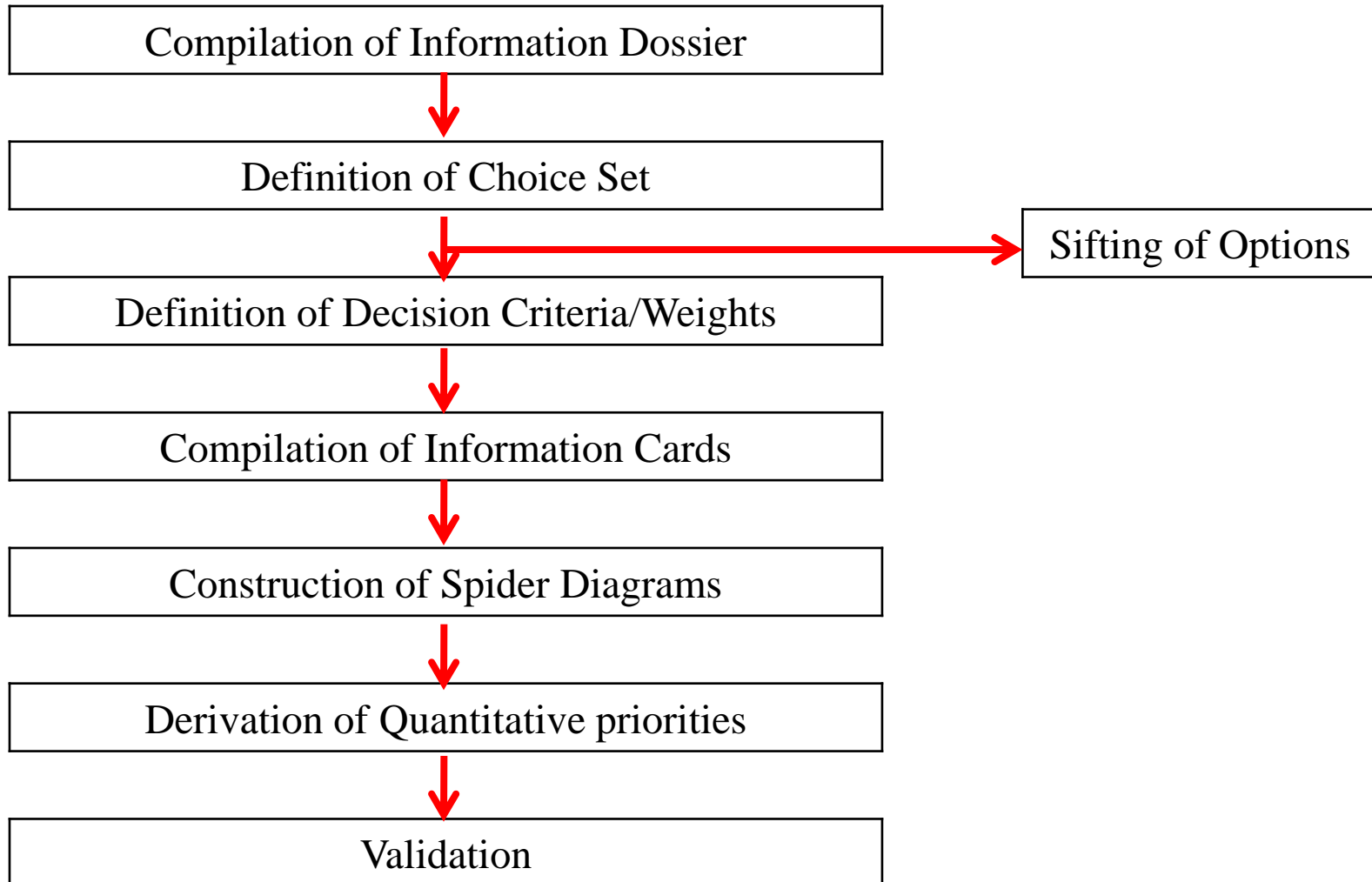
Aflatoxin controls for maize

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$1.5 million	New post-harvest facilities. GAP implementation, etc.	High
On-going cost	\$100,000	Maintenance costs of \$100,000 per annum	High
Trade impacts			
Change in absolute value of exports	\$23 million	Current exports \$30 million to regional markets: Get price discount of 10% because of persistent excessive levels of aflatoxins (\$30 million x 0.1 = \$3 million). New markets: access to two regional countries that won't import because of aflatoxins (\$20 million).	Medium
Domestic agri-food impacts			
Agricultural/fisheries productivity	2	Reduced rejection levels plus higher price from existing markets	Medium
Domestic public health	2	Also self-consumption and supply domestic market – will see decline in mycotoxin levels	Medium
Environmental protection	0	None	High
Social impacts			
Poverty impact	2	50% of production by poor smallholders	Medium
Impact on vulnerable groups	4	Production in marginal areas (2); many smallholders for which maize is a key source of livelihood (2)	Medium

Pest treatment for mango

Decision Criterion	Value	Details	Confidence
Cost			
Up-front investment	\$15,000	Installation of hot water treatment facility	Medium
On-going cost	\$3,000	Annual maintenance costs	Medium
Trade impacts			
Change in absolute value of exports	\$500,000	No exports currently. Regional markets estimated at \$500,000 annually	Low
Domestic agri-food impacts			
Agricultural/fisheries productivity	0	None	High
Domestic public health	1	Suggested makes mango production viable and will enhance local consumption with nutritional benefits	Low
Environmental protection	1	Incentives to maintain trees	Low
Social impacts			
Poverty impact	2	50,000 poor producers with few alternative livelihood opportunities	Low
Impact on vulnerable groups	6	Marginal area (2); High rate of HIV/AIDS (2), lots of involvement of women (2)	Low

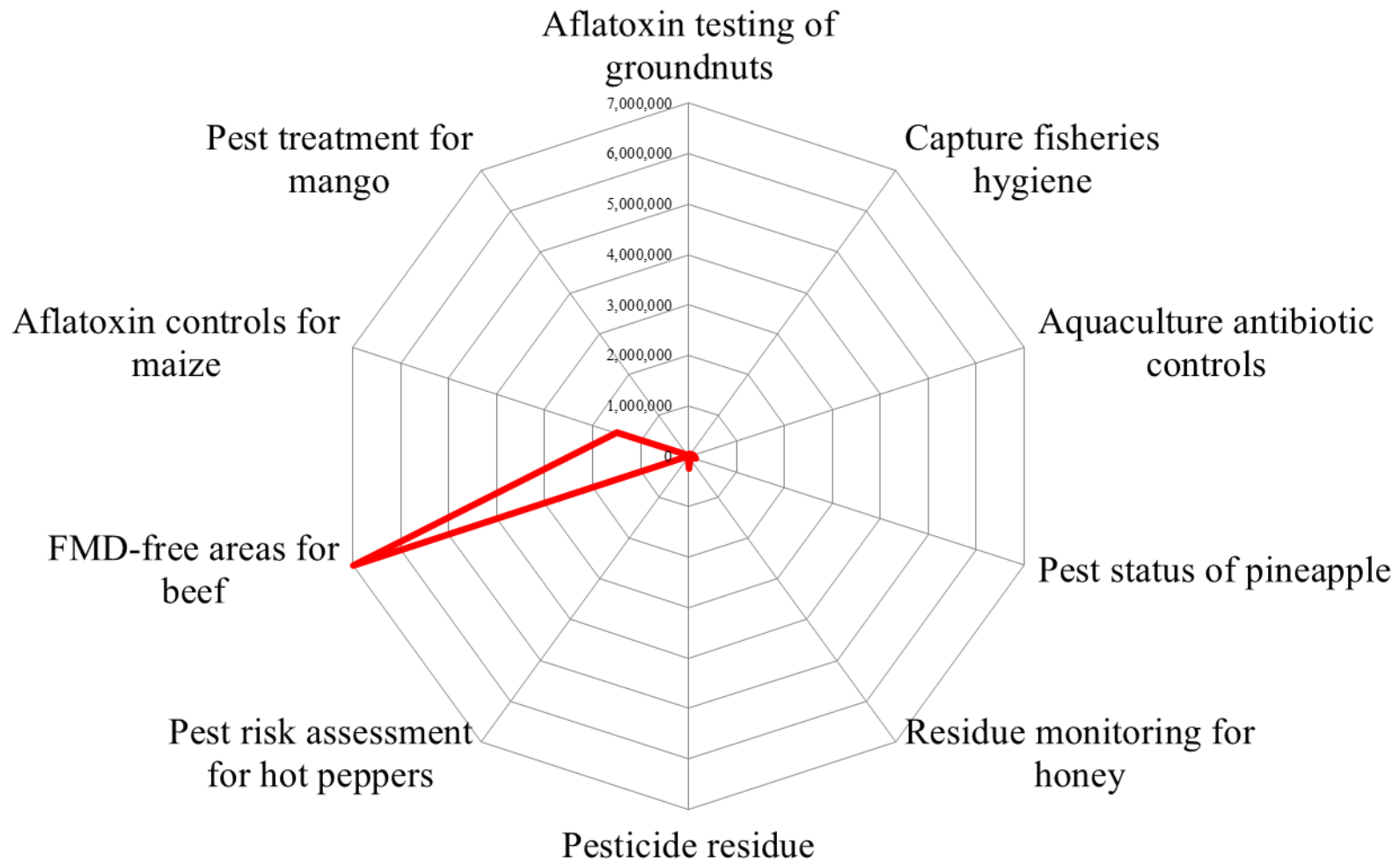
Stages in prioritisation process



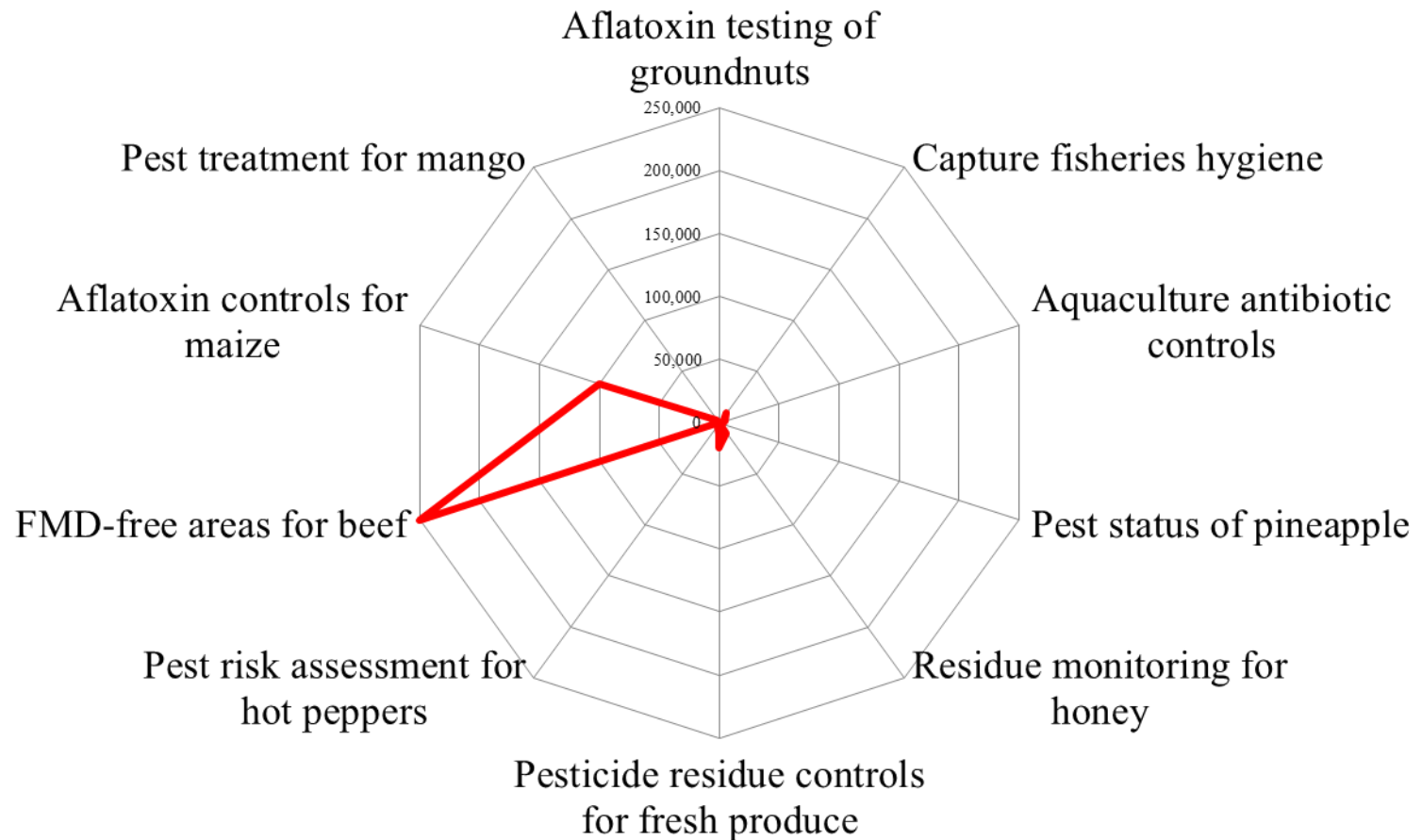
Compilation of spider charts

- Facilitate comparison of capacity-building options across single decision criteria
- Can be used to compare capacity-building options across multiple criteria
- Aims:
 - Communication
 - Assembly of information for ‘traditional’ decision-making
 - Initial assessment of capacity-building options before formal prioritisation

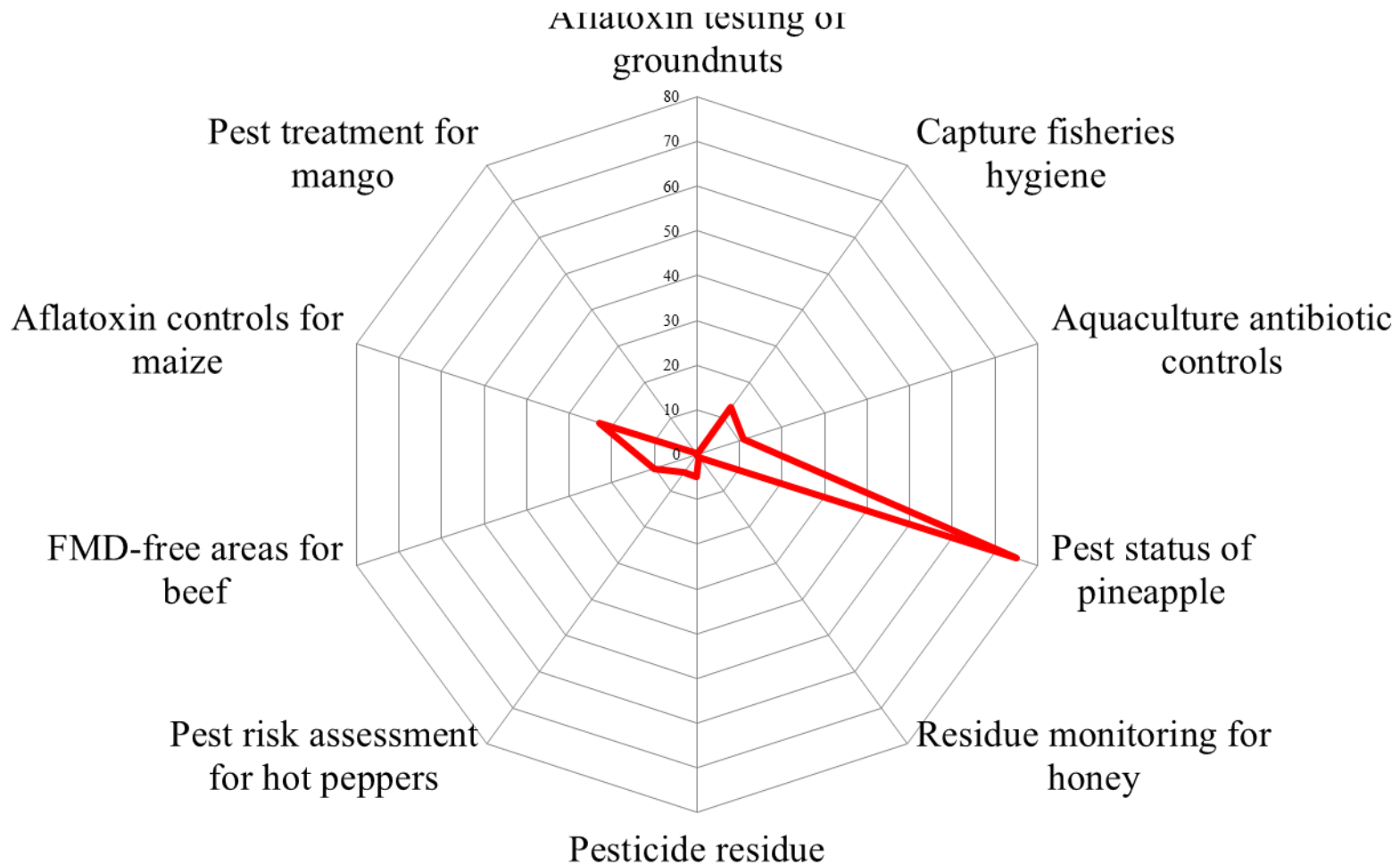
Aflandia decision criteria measures: up-front investment



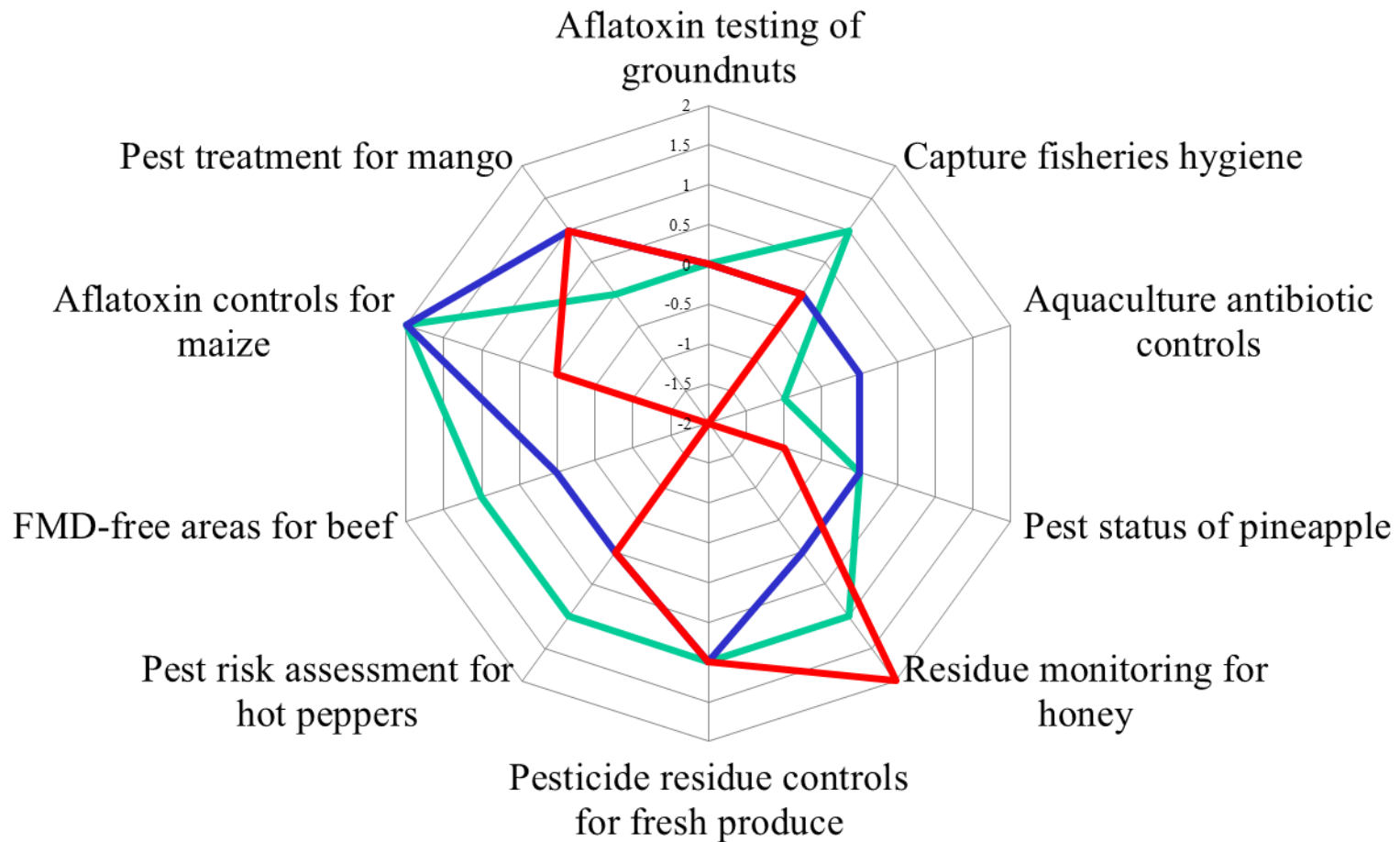
Aflandia decision criteria measures: on-going costs



Aflandia decision criteria measures: trade impact

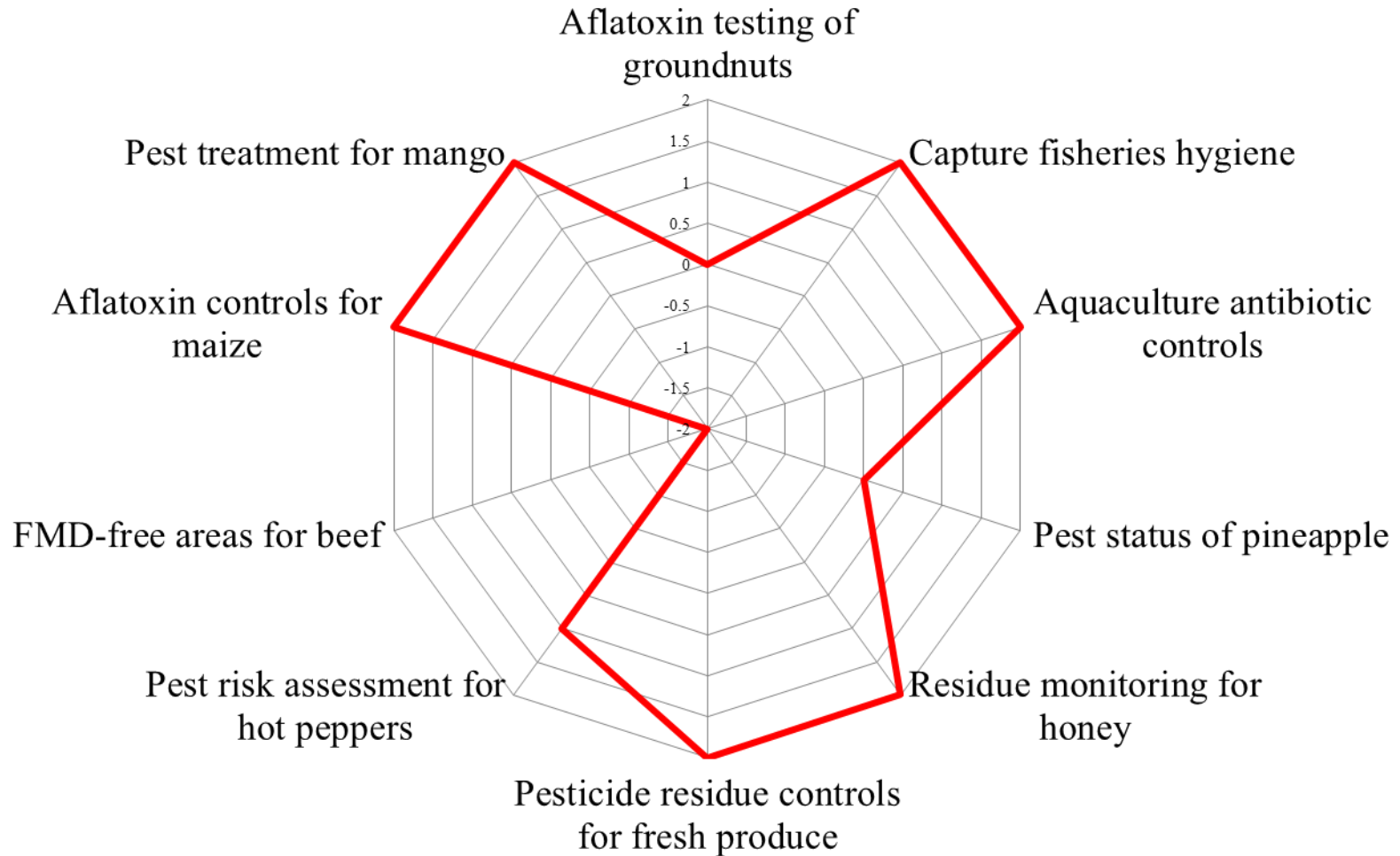


Aflandia decision criteria measures: domestic agri-food impacts

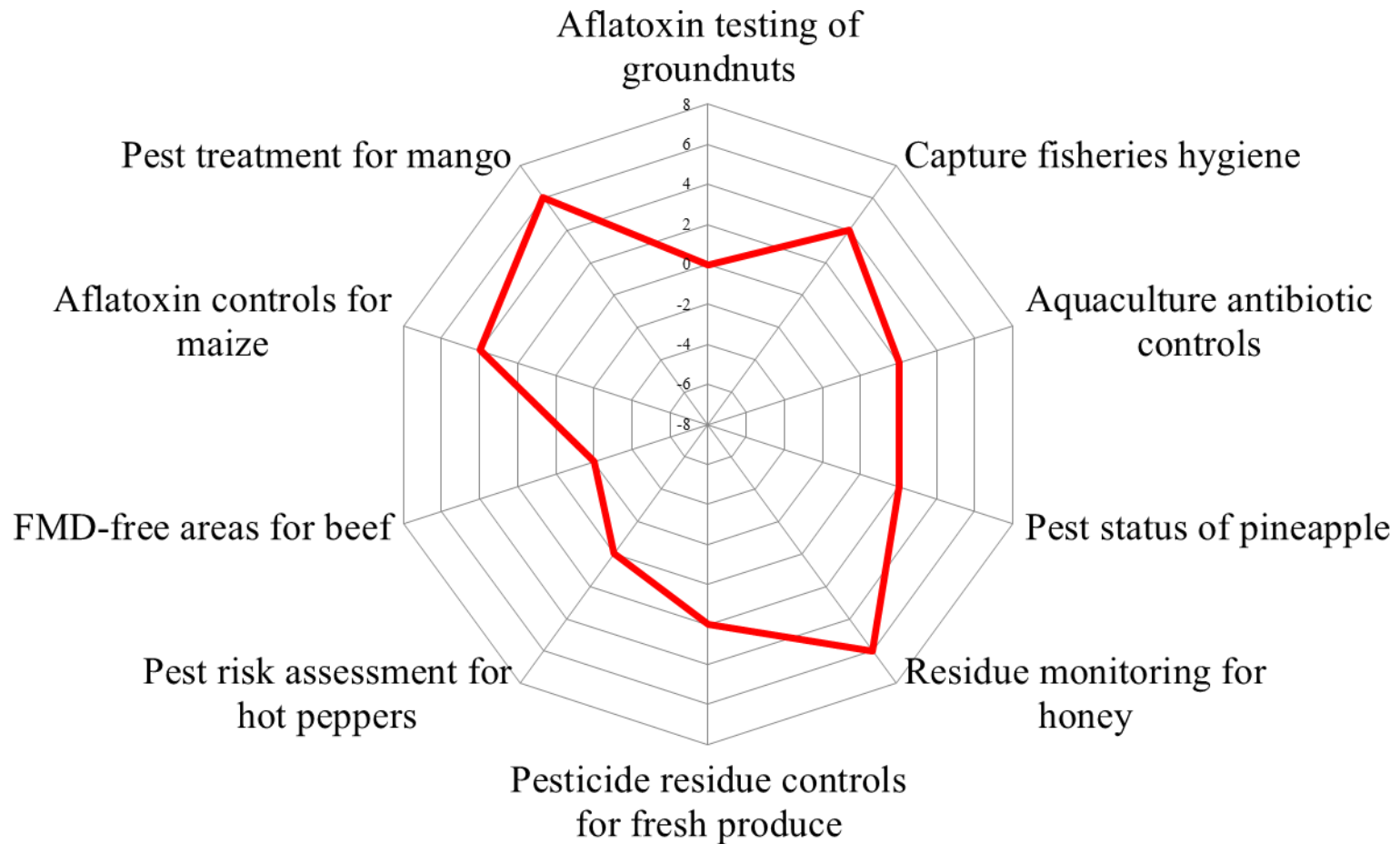


— Agricultural/fisheries productivity — Domestic public health — Environmental protection

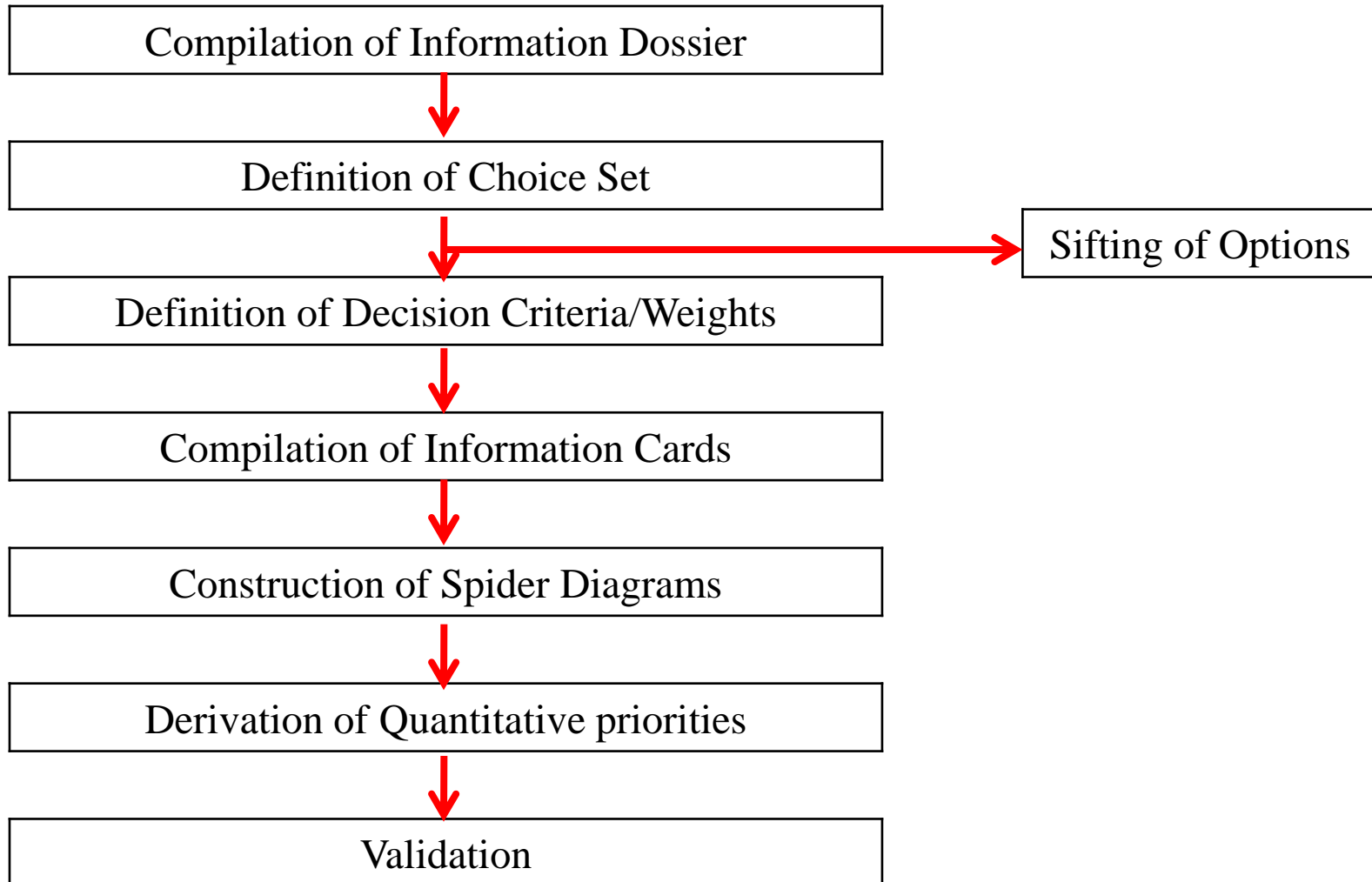
Aflandia decision criteria measures: poverty impact



Aflandia decision criteria measures: impact on vulnerable groups



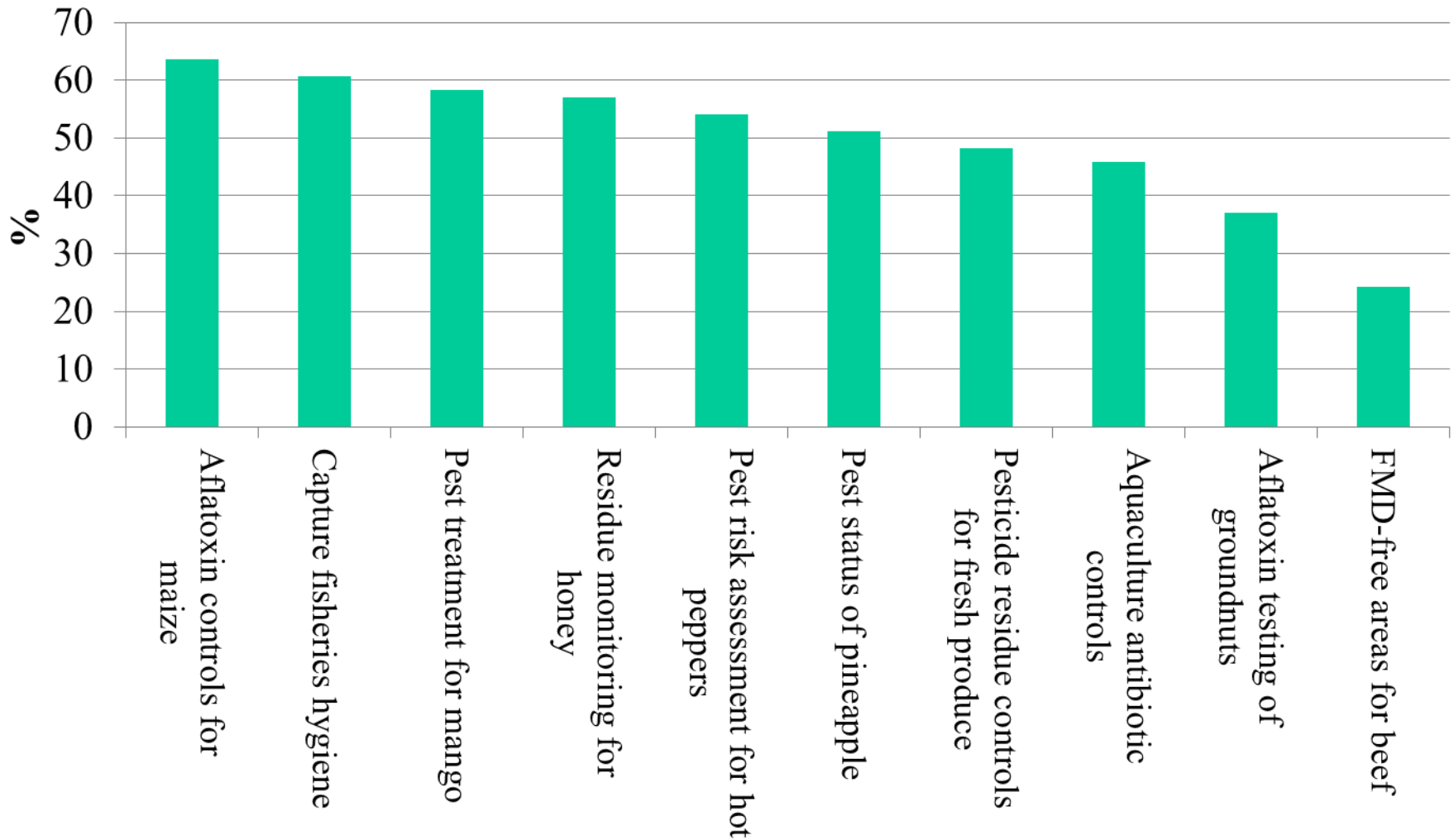
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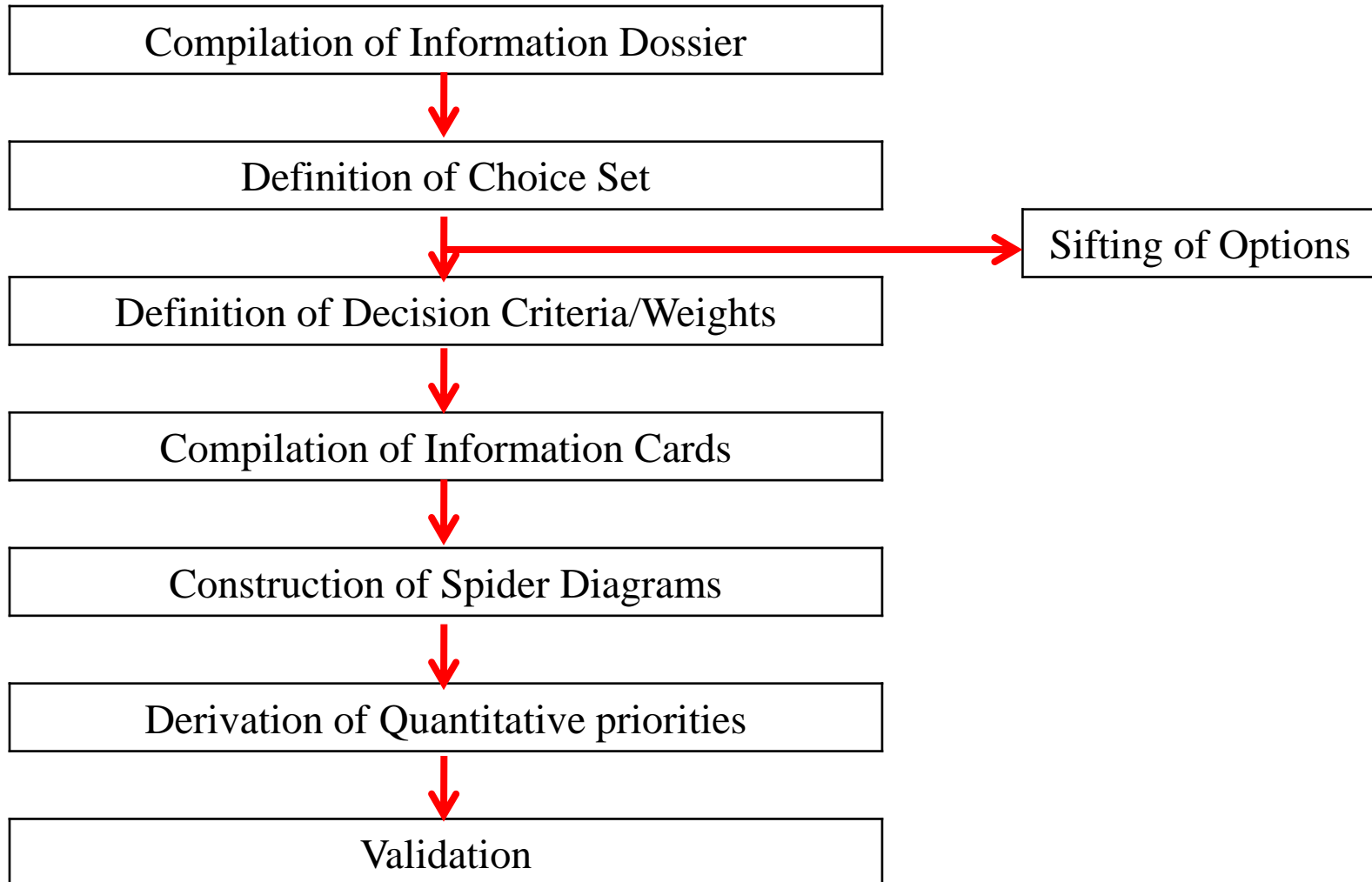
Nature of prioritisation process

- Outranking approach
- Inputs:
 - Decision criteria measures
 - Decision weights
 - Preferences
- Options compared in pair-wise fashion
- Calculates:
 - Positive flow
 - Negative flow
- Ranking on basis of net flow
- Each option given score from 0% to 100%

Aflandia – Baseline prioritisation



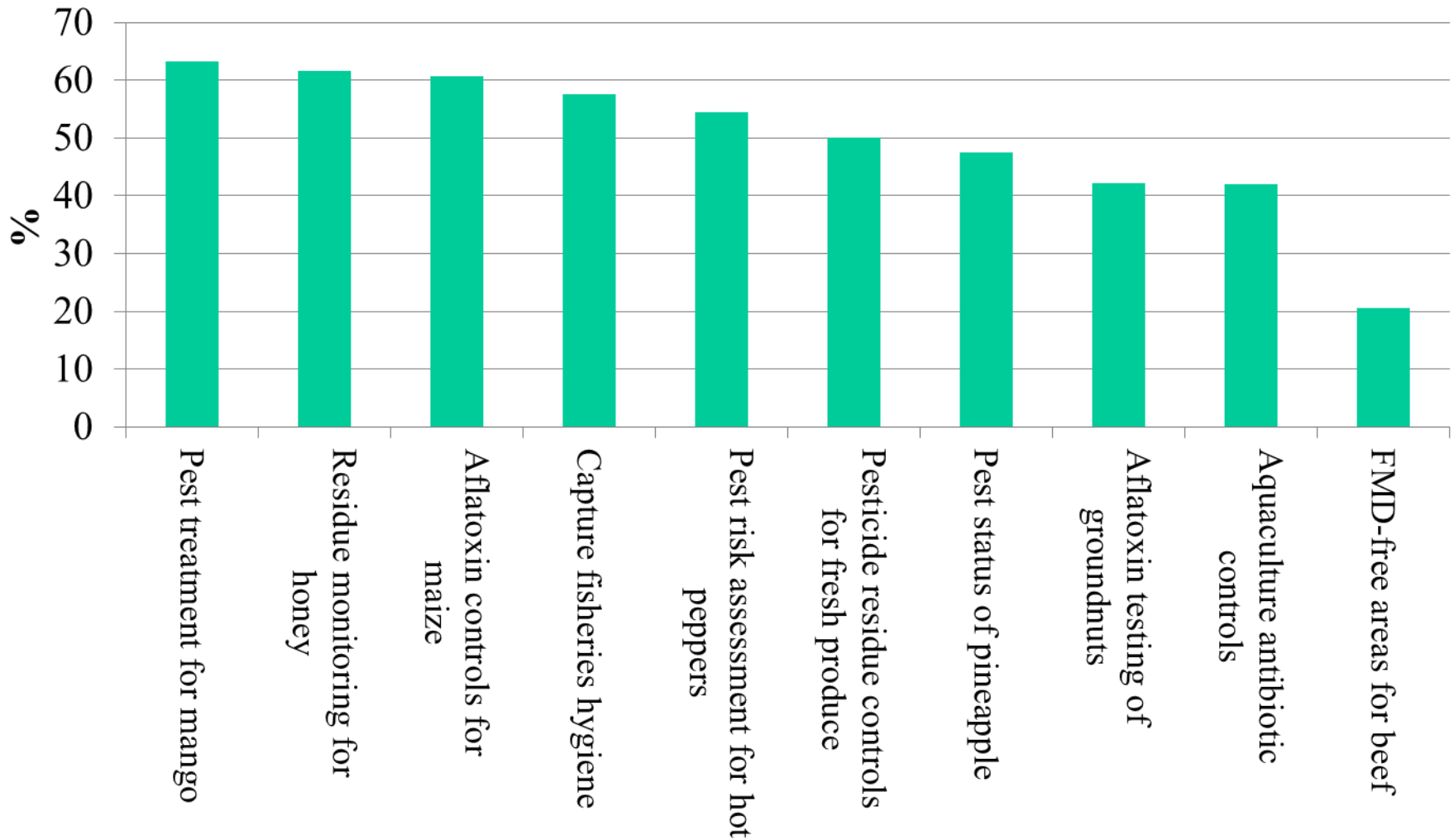
Stages in prioritisation process



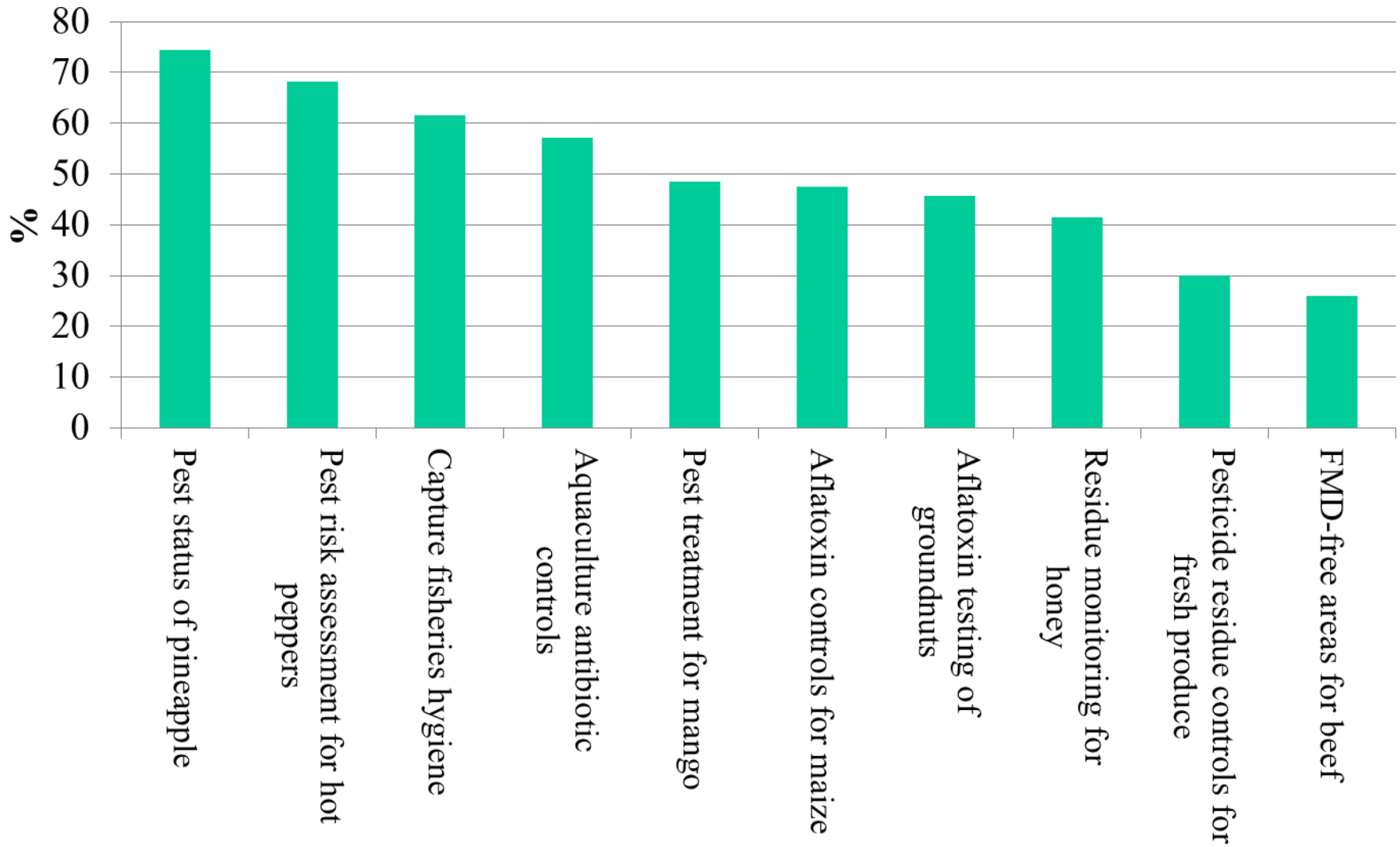
Validation process

- Aims to assess robustness and acceptability of derived priorities
- Sensitivity analysis:
 - Decision weights
 - Decision criteria
 - Decision criteria measures in information sheets
- Stakeholder consultation:
 - Dissemination
 - Workshop

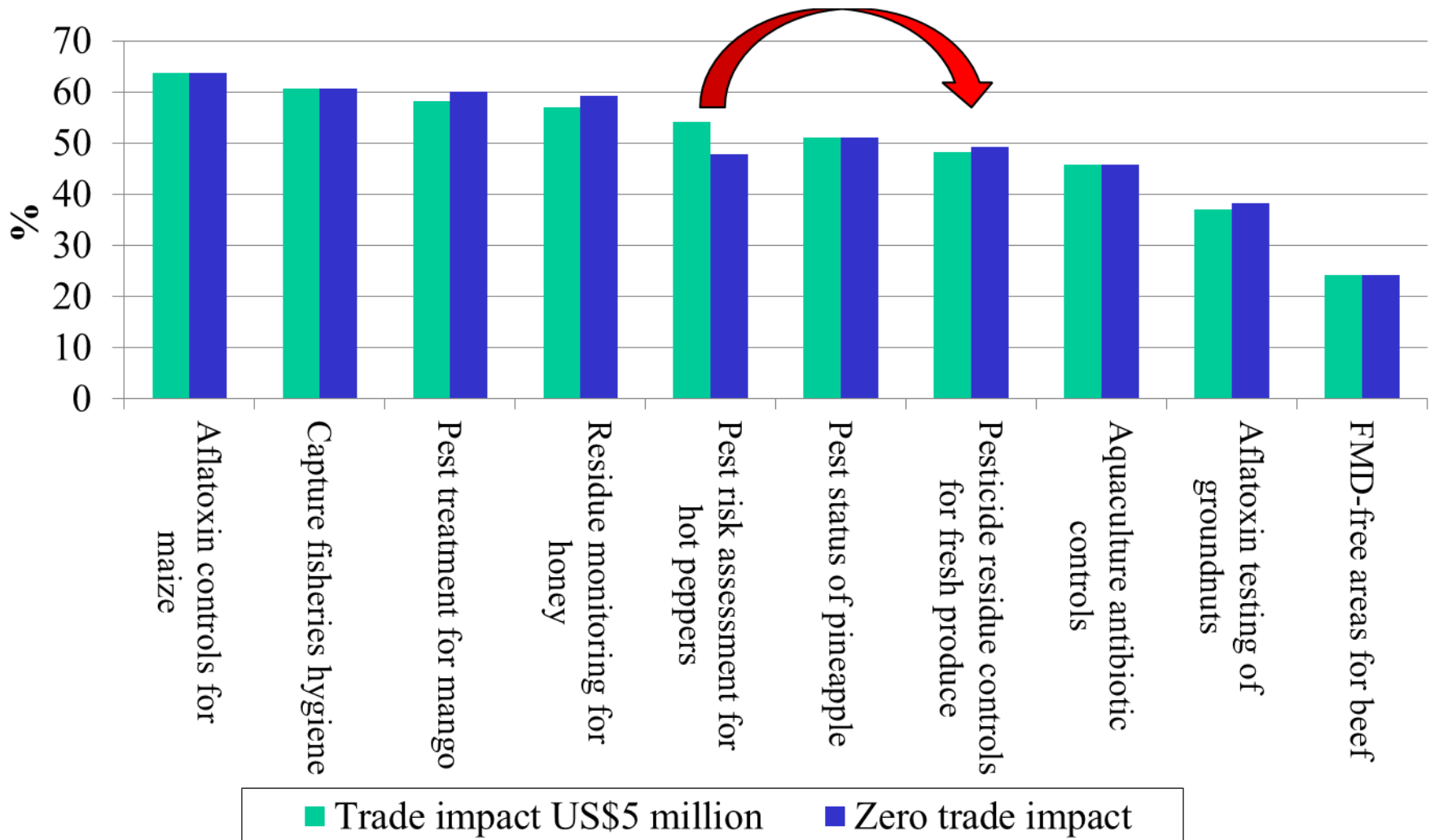
Aflandia – Equal weights prioritisation



Aflandia - Cost and trade impact prioritisation



Aflandia - Baseline model with varying trade impact of pest risk assessment for hot pepper



Outputs of the framework

- Key outputs:
 - Listing of capacity-building options
 - Information cards
 - Spider diagrams
 - Formal prioritisation
 - Prioritisation model
- Aim is for the framework to be used on a routine basis:
 - Disagreements over priorities
 - New data
 - New capacity-building needs
 - Capacity-building needs solved

Experiences to date

- Learned a lot from initial applications
- Framework challenging to many at first
- Generally a very positive response once first results emerge
- Often further uses of MCDA become apparent

Experiences to date

- Some resistance....new/alternative way of thinking about SPS capacity-building
- Need for high-level ‘buy-in’
- Need for collective approach:
 - Public/private sectors
 - Food safety/animal health/plant health/trade
 - Technical aspects of SPS capacity/economics

Where to from here?

- Identify refinements to the MCDA framework:
 - User guide
 - Approaches to data collection and analysis
 - Other ??????
- Suggest significant revisions to the MCDA framework
- Give the MCDA framework the ‘green light’