

**Ex-Post Project Evaluation**  
**Project "Regional feed and food safety**  
**program in Latin America (FEEDLATINA)"**  
**STDF - PG 345**

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## Acronyms

AUDINA	Association of animal feed industry of Uruguay (Asociación Uruguaya de Industrias de Nutrición Animal)
CAENA	Argentinian chamber of feed companies (Cámara argentina de Empresas de nutrición animal)
CAMEVET	American committee for veterinary medicines
CVO	Chief veterinary officer
CVP	Permanent veterinary committee
FAO	Food and agriculture organization
FEEDLATINA - STDF project	Regional Project for regulatory harmonization and safety for animal feed in Latin America and the Caribe
Feedlatina PA	Association of industries for animal feed in Latin America and the Caribe – (PA - Private association)
FMD	Foot and Mouth Disease (Bovine)
FSC	Free sale certificate (CLV: certificado de libre venta)
GMP	Good manufacturing practices
GSP	Good storing practices
HACCP	Hazard analysis and critical control point
IICA	Inter American Institute for Cooperation on Agriculture
IFIF:	International Feed Industry Federation
M&E	Monitoring and Evaluation
CTM	Technical committee (comité técnico mixto – CTM)
OIE	World Organisation for Animal Health
PANAFTOSA	American center for FMD and animal health
PPP	Public private partnership
SMEs	Small and Medium-sized Enterprises
STDF	Standards and Trade Development Facility
SPS	Sanitary and phytosanitary measures
ToR	Terms of reference
WBG	World Bank Group
WTO	World Trade Organization

# 1. Executive summary

In March 2019, the STDF selected the STDF/PG/345 project entitled "Regional feed and food safety program in Latin America (FEEDLATINA)" for an independent ex post evaluation. The project featured a multi-stakeholder approach and the implementing partner was the *Asociación de las Industrias de Alimentación Animal de América Latina y Caribe (Feedlatina PA)*. The other partner organizations were the national regulatory authorities from 10 selected countries, private associations of feed producers of beneficiary countries, FAO, OIE and IICA. It was carried out from February 2014 until March 2018. The project's budget was USD 2,489,526 in total, with a STDF contribution of USD 1,050,566.

The project's main objective was "To contribute to regulatory harmonization, the safety of animal feed and regional integration, through public-private cooperation based on the recommendations of the competent international organizations". The project aimed to achieve three outcomes: i) Development of coordination and liaison mechanisms between public and private actors in the animal feed sector; ii) Development and approval of key tools to promote regulatory equivalence/harmonization (by stakeholders involved), and iii) Strengthening technical capacity of public and private actors in the regional animal feed sector. To reach these outcomes, a number of activities described in the project's logframe were performed and all of them were directly or indirectly verified during this evaluation.

This evaluation was conducted from November 2020 until May 2021. Main methods used in this project ex-post evaluation were: analysis of documentation, semi structured interviews with 26 representatives of public, private and international stakeholders from the ten countries (Annex 2), and finally a survey on effectiveness and impact of training activities.

## Key findings

The Project was **relevant** as it contributed solving several of the main trade problems related to sanitary regulations that the beneficiary countries had faced in previous years, such as delays and rejections of imports as a result of differences in criteria for issuing and analyzing sanitary documents and certificates between exporting and importing countries of the region. The project also responded to the need to improve the technical capacity of the sector in sanitary and quality matters (most of countries did not have official standards for manufacturing practices or maximum level for contaminants).

The project was especially relevant for SMEs which before the project, were practically blocked to export/import animal feed products as trade regulations were fulfilled only by large companies which were able to invest resources in performing complex administrative trade procedures. Harmonization and coordination agreements reached by the project allowed SMEs to register their products in other countries and to start international trade operations.

The **effectiveness** achieved in public-private coordination and liaison between the national regulatory authorities and the companies was high and much greater than planned. Before the project, there was practically no effective cooperation on regulatory affairs about animal feed safety between national government authorities and companies in their countries, and even less

cooperation on a regional level. The project achieved a mature and fruitful horizontal cooperative relationship for the first time in the region.

This public-private liaison was important not only to obtain expected results, but also to produce an unplanned effect of healthy "peer pressure" among representatives from countries when successful practical experiences were shared. In this way, a permanent benchmarking process took place, and several beneficiary countries quickly made improvements in local operations.

Effectiveness on strengthening technical capacity is evaluated as medium level, while the drafting and implementation of harmonized regulations showed an adequate performance. Several interviewees mentioned that a higher performance could have been achieved on harmonization, however compared to similar multilateral projects, the evaluation identifies that the results reached in the short period of the project are relatively higher (see chapter "Project relevance"). Despite the fact that the project needed one additional year to carry out plans, its **efficiency** in the use of the budget and the implementation of activities is evaluated as adequate, only identifying some weaknesses in the efficient management of meetings and in the implementation of the training plan.

The project also demonstrated effectiveness in obtaining collaboration from international organizations. IICA contributed with the platform and technical experience for specialized training activities, FAO with technical support and delivery of tutor/specialists, and OIE with direct technical support during analysis and decisions about sanitary issues. The participation of these organizations in the project was mainly focused on technical advice within the steering committee, however they didn't have a leading position in the project structure to perform a more active and strategic role on it.

Based on the results and the information collected from the interviews, it can be affirmed that the **impact** of the project was significant in increasing the relative importance of the subject, in improving the access to markets and also the design of sanitary regulations throughout the region for animal feed products. The project made more visible the topic of animal feed and promoted the strengthening of government authorities. Some countries (e.g. Paraguay, Ecuador and Bolivia) enhanced the government authority in charge of animal feed, increased technical staff and generated specific regulations aligned with worldwide standards. The project also raised awareness on harmonizing trade regulation in a sector where the topic was never tackled before in a regional way.

All private and public representatives interviewed confirmed a noteworthy facilitation on international trade procedures after the implementation of regional agreements on a common glossary of concepts, equivalent labelling and Free Sale certificate FSC (CLV: certificado de libre venta). Opinions are unanimous on confirming that these achievements and changes made in local regulations and procedures allowed a massive increase in international trade and also a reduction of trade costs. There are numerous examples of the great and positive impact on market access, and maybe the best one is the significant improvement in the registration of imported animal feed products in Bolivia, process that was reduced from 3 months to 3 days.

The **sustainability** of the project was clearly the element considered as partially successful by this ex-post evaluation. Despite all planned activities were carried out during the project, some changes in the organizational priorities of the implementing partner led to a non-continuity of all the

expected post-project activities. Some informal continuity happened after the project, mainly due to the personal networking among participants what allowed them to effectively contact each other in order to collaborate in solving trade problems between the 10 beneficiary countries. The late search for a formal organizational and financial model to continue leading the topic in the region at post-project stages was also a weakness that affected the sustainability.

### **Lessons learned**

One of the main lessons learned from this project is that a private industry association can successfully manage a complex multilateral project with multiple stakeholders as long as it shows a clear interest and has reputed experience in specific sanitary matters. This model showed a remarkably high effectiveness and efficiency in obtaining results due to the strong commitment and participation of private sector, and also due to the capacity of using an executive leadership style and resources in an agile manner.

However, this same model of exclusive private implementation adds a real risk: the management stability of that organization becomes the pillar of the project implementation. If that organization changes priorities, it can totally affect the implementation of the project and/or its sustainability.

Another lesson learned, in order to increase effectiveness, refers to the importance of accurately assessing the countries' technological capacities to perform certain training methods and programs before implementing them and the need to institutionalize even more the participation of representatives of national institutions (rather than relying on specific individuals' willingness), due to the frequent rotation that exists in those positions.

### **Recommendations**

Based on the findings of this evaluation, key recommendations are detailed in the last chapter of this report. For this particular project, for participant countries, it is recommended to re-start a regional coordination work taking advantage of the institutional network formed by the project and that still exists. Also is recommended to start improvement plans for local regulations based on the documented analyses made during the project. Where training initiatives are concerned, and due to their quality and impact, several of the interviewees (both from public and private sectors) suggested assessing mechanisms to request that courses on animal feed quality for production managers from private companies, were mandatory. It is also recommended that the Implementing institution and international organizations search for an organizational model to reactivate the project's public/private working group and ensure its continuity, including identification of resources needed for this purpose. It would be desirable that particularly the group of public officers could define a working plan by themselves, addressed to harmonize and improve regulations with a regional scope.

Regarding the project model, the evaluator observed the high value (e.g. results-driven approach, efficiency, rapidity) that can be gained through implementation by a relevant private sector association with the necessary expertise, interest and capacity, in SPS projects based on a public-private partnership approach. This was confirmed by all stakeholders. Therefore, the evaluator strongly encourages this implementation model, with a leading role for this kind of private associations but conditioned to a very close collaboration with relevant regional/international partners during the whole implementation period and beyond, in order to ensure sustainability of the intervention.

In short, for future SPS capacity development projects with a PPP model, where private sector implementation is deemed relevant, it is also recommended to consider very carefully how the government authorities, and the regional/international organizations, would be involved as real strategic partners in project planning and implementation (for instance through the Project Steering Committee or other PPP mechanism). A PPP model will not be fully successful or sustainable when there is inadequate engagement, commitment or participation of some of the relevant public or private sector partners.

Some additional recommendations are included for future projects such as considering the creation of a strong personal networking between regulators and private representatives as a project's goal itself; some implementation improvements about training activities, and the use of good regulatory practices for the improvement process of local regulations.

## 2. Introduction

Projects supported by the STDF have a key role to play in enhancing the effectiveness of SPS capacity building through the identification and dissemination of good practices, promotion of synergies and collaboration among different stakeholders including government authorities, the private sector, and international, regional, and bilateral organizations. For the same reason, the evaluation of selected projects is a key objective of the Standards and Trade Development Facility (STDF).

STDF Project Evaluation Guidelines set out the overall framework for independent ex-post evaluations of projects, based on the STDF Monitoring and Evaluation (MEL) Framework. The MEL framework and the associated project evaluation enables accountability (providing evidence on the achievement of results and outcomes) and increases learning (expand knowledge and improve learning about sanitary improvements in developing countries and facilitate safe trade). In March 2019, the STDF Working Group selected the STDF/PG/345 project entitled "Regional feed and food safety program in Latin America (FEEDLATINA)", for an independent ex post evaluation. The basic management tool to be evaluated is the Logical framework matrix, which includes the overall project goal, the expected results, the expected outputs and outcomes, the indicators to measure progress, and the assessment of key risks.

### 2.1. Policy context and institutional environment at project design phase

Animal feed is a very important input in the animal industry since it can represent up to 70% of the total cost of protein production. It also has a direct impact on the health and safety of the final product for human consumption. Where animal feed is concerned, the basket of products participating in international trade is very diverse and includes vitamins, micro minerals, aminoacids, products from the pharmaceutical and veterinary industry, pre-mixed partial food, complete food for production of animals and pets, ingredients of animal origin, oils, grains, and cereals. Trade flows between countries are highly interrelated as there are not exclusively exporting or self-sufficient countries.

The importance of animal and food safety increased a few decades ago, when the direct relationship of these inputs with animal diseases and food safety problems for human consumption became evident. CODEX developed guidelines in 2004 (code of practice on good animal feeding) and the OIE also highlighted this subject in chapters 6.2 and 6.4 of the Terrestrial Animal Code since 2008 and 2009, respectively. Despite this important advance at the global level, the awareness of this topic in the countries of the Latin American region was generally low before the STDF/PG/345 project. Significant activities for enhancing technical knowledge and coordination on animal feed safety between countries had never occurred in the region before this initiative.

Several studies highlight how complying with sanitary international standards for food safety and animal health positively affect the competitiveness and trade performance of developing countries (WBG 2019, 2008; UNIDO 2010, 2013, 2015, quoted by WTO). Same studies demonstrate that capacity gaps in the public and private sector to meet food safety and animal health standards limit these opportunities.

Before the beginning of the project, only a few countries had regulations and national structures to authorize and control animal feed. Most of the countries involved had weaknesses regarding quality and sanitary standards for these products, and many official control procedures were not well designed to facilitate trade between countries. Animal feed inputs are highly produced and traded in the region, which is demonstrated by the 141,347 million tons produced in Latin America prior the project, which represented 13,6% of the world's production at that time (Feedlatina PA, 2013). After the project, the estimated total production in Latin America has grown to 180.000 million tons representing 18% of the world's production (Feedlatina PA, 2019).

International organizations, whose mandate is to support better agricultural trade (such as CODEX and IFIF), were focused in determining global standards and recommendations and did not have significant programs or direct support to countries in Latin America to develop regional harmonization. Other international organizations such as FAO, OIE and IICA did have policies to support the development of agriculture in the countries and region, but not a priority focus on feed.

Based on the described context, improvements in regulations for enhancing regional international trade and animal feed safety, necessarily required a total and highly effective involvement of all public and private institutions. Coordination among public and private sectors for sanitary and trade facilitation objectives has become very important in the last decade, due to the clear benefits it generated in many parts of the world. The STDF and the IDB developed the subject deeper and identified valuable examples of Public Private Partnership (PPP)'s that improve sanitary capacity in several countries around the world<sup>1</sup>. Based on those learnings, the OIE generated a guiding framework for PPPs that has accelerated the implementation of this approach in multiple programs and projects within the animal health sector. Most of the PPP initiatives have been implemented in a specific country, however there is one successful global project supported by STDF that is important to highlight: the STDF – IFIF project to produce a Manual of Good Feed Manufacturing Practices based on CODEX code of good animal feed. The Manual was built with collaboration of public and private representatives from several countries and the final document has been successfully used in many countries to implement specific improvement programs. These same

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<sup>1</sup> Document: STDF – IDB (2012), Public Private Partnership to enhance sanitary capacity: what can we learn from this collaborative approach?

documents were useful elements to produce technical documents and information for harmonization and training activities of the Feedlatina project.

In Latin America, a common characteristic among countries is the relative institutional instability produced by elections and change of governments. When a new government takes office it is also very common to see reordering of priorities that often changes the decision makers in the first 2 or 3 levels of the hierarchy. National veterinary institutions also suffer from this organizational instability and high-level turn-over, which makes it very difficult to implement long term projects, as well as to coordinate efforts between countries. To effectively implement a project of this nature, experience indicates that support is required from solid organizations that can provide financing, and which have a structure and a management unit to design a work plan and comply with it. International organizations are normally the ones that assume that role (e.g. FAO, WHO, OIE, IICA, OIRSA, etc.)

## 2.2. Synthesis of the Project

### **Project objective, expected outcomes and outputs**

The Project's objectives were described in a Logical Framework that was planned, analyzed, and communicated throughout the group of participating countries. The **main objective** of the Project was: "To contribute to regulatory harmonization, the safety of animal feed and regional integration, through public-private cooperation based on the recommendations of the competent international organizations."

The **Outcome** was defined in the logical framework as: "The public and private stakeholders participating in the project develop cooperation strategies in the matter of animal feed and food safety, based on the recommendations and technical support of the competent international organizations".

The following were the three **Outputs** for the project:

- Development of coordination and liaison mechanisms between public and private actors in the animal feed sector
- Development and approval of key tools to promote regulatory equivalence/harmonization (by stakeholders involved)
- Strengthening technical capacity of public and private actors in the regional animal feed sector

Several activities, as stated in the project's logframe, were undertaken to achieve the aforementioned outputs.

### **Project beneficiaries, timeframe and budget**

The project was requested by Feedlatina PA on behalf of the beneficiary countries: Argentina, Bolivia, Brazil, Chile, Costa Rica, Ecuador, México, Paraguay, Perú, and Uruguay. Public and private organizations and companies from these countries participated in all the Project's activities. The Project's final report declared some additional beneficiary countries (Colombia, Cuba, Dominican Republic, and Panamá), since few public or private representatives were also invited to participate in select meetings and specific training activities. Even though those countries were not full beneficiaries of the project, their participation was a positive spill over that enhanced the impact of the project.

This was a 3-year initiative that started on 14 February 2014. The original end date of the project was February 2017. However, during the fourth semester of implementation, a one-year extension was requested to the STDF since implementation plans were facing several unexpected delays at first year. Main causes for the delay on implementation were: 1) practical difficulties in agreeing agendas among members of the Technical Committee (CTM) to carry out regular decision making meetings; 2) FAO and IICA technical and administrative delays regarding the training program (specifically at hiring expert trainers and designing the online training courses).

The extension was approved, and the end of the project was set for February 14, 2018. Regarding the project's budget, the agreed contribution with STDF was USD 1.050.566, as part of the total budget of USD 2.489.526. The final STDF contribution was 95% of the agreed original sum (USD 998.038).

### **Implementation partners**

The implementing organization was the Asociación de las Industrias de Alimentación Animal de América Latina y Caribe (Feedlatina PA). This organization was created in 2008 grouping 40 national associations and companies related to the subject of animal feed from 4 countries (Brazil, Argentina, Uruguay and Mexico). Before the STDF/PG/345 Project, this association used to focus on disseminating subjects discussed in global forums to its members and promoting preliminary harmonization work among some countries from the Americas. At that time, Feedlatina had a governance structure formed by one President and Directive board for strategic and corporate decisions, one executive manager for operative decisions, and an administration council for supervision and control. Membership fees financed a significant part of the Association's budget.

Project partner organizations were several Feed producers' associations from beneficiary countries, the national regulatory authorities from those countries, the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Institute for Cooperation on Agriculture (IICA) and the World Organization for Animal Health (OIE).

Local animal feed producers' associations from Brazil, Uruguay, Argentina and México were involved from the beginning. Other private associations started gradually participating during the project, such as some agricultural supply producers' associations from Ecuador and Peru, poultry producers' association from Chile, and a new created animal feed association in Bolivia (Santa Cruz region). All these national association's group producers and importers of animal feed products (grains, balanced mixes, ingredients, vitamins, minerals, other) declared that most of their members are Small and Medium Size companies.

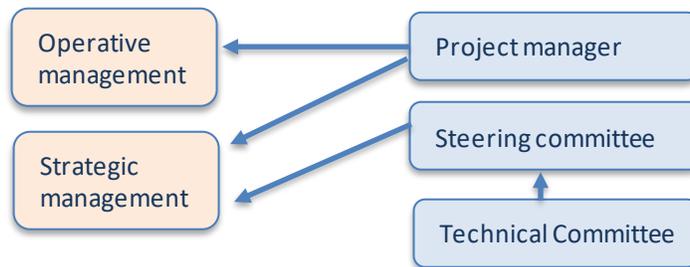
### **Governance model**

A project manager (called Executive Secretary) was responsible for the operational, financial and technical management of the project. Additionally, the Project had two governance bodies:

- Steering Committee: It supervised and supported the implementation of the project and its resources. It was constituted by one representative of each group of stakeholders (8 members). Its tasks were:
  - To establish and monitor the strategic plan of the Project
  - To support the executive secretary in the management of the project
  - To analyze and approve the project's advance and final reports

- **Technical Committee** (Comité Técnico Mixto – CTM): This group was the core participatory space for technical discussions and implementation of activities. It was composed by all the officers from beneficiary countries and various representatives from private and international organizations related to animal feed (around 30 members). Its tasks were:
  - To exchange information and knowledge on the technical matters of the project
  - To develop technical discussions among all stakeholders and make decisions and agreements regarding the project issues.

According to the original plan, the structure of the project was as follows:



#### **Distinctive feature: Multi stakeholder approach**

The project aimed to contribute to regulatory harmonization, animal feed safety and Latin American integration among public and private actors related to the animal feed industry. The project featured a multi-stakeholder approach that included cooperation and collaboration among the veterinary agencies from different countries, the private sector from those countries and other international organizations.

### **2.3. Evaluations' Objective and scope**

The general purpose of this evaluation is to assess the overall relevance, coherence, efficiency, effectiveness, sustainability, and impact of the Project STDF/PG/345. The impact of this STDF project was assessed beyond the immediate project outputs and looked at wider impacts such as improvements in market access, reductions in rejections and improvements in the effectiveness and efficiency of regulatory processes, and national food and animal health systems. Taking into account the STDF's theory of change, the evaluation also measured outcomes and pathways to change, with related learning, rather than just reporting on completed activities and outputs.

Specifically, accountability was assessed with evidence from the results and outcomes achieved with the allocated resources. Similarly, project risk management and mitigation were also evaluated.

The evaluator assessed how the project contributed to greater learning by identifying the contribution of the project in expanding knowledge to catalyze sanitary and food safety improvements and facilitate safe trade in the beneficiary countries, including innovative, collaborative and cross-cutting approaches. The evaluation identified and assessed changes induced by the project that contributed to longer, more transformative change, and draws out lessons to support ongoing learning.

The evaluation also studied the effectiveness of the collaborative scheme among public, private, and international organizations, particularly its contribution to results, lessons learned and good practices.

## 3. Methodology

The document “Guidelines for the evaluation of projects funded by STDF” was used as the framework for the evaluation. These Guidelines set out the scope and frame design for independent ex-post evaluations based on the STDF MEL Framework and on the OECD-DAC Principles for the Evaluation of Development Assistance. At the same time, the work was aligned with the criteria stated in the document “Monitoring, evaluation and learning framework for the Standards and Trade Development Facility” (Revised version 2020) and the specific Terms of Reference for this Evaluation. Also, attention was paid to evaluate positive or negative effects of the project over some important cross cutting issues, such as gender equality, environmental impact, and small-scale business integration to international trade value chains.

Considering the STDF theory of change, not only the project goal (enhancing and making sustainable improvements on sanitary capacity in beneficiary countries) was assessed, but also the contribution of the project to more collaborations that led to SPS improvements and greater access to good practices and knowledge at regional and national level.

The methodology employed mixed methods. The evaluator collected and analyzed both qualitative and quantitative data. Information was collected from primary sources (using surveys and semi-structured interviews) as well as secondary sources (such as project reports and documentation, presentations, public media information about sanitary services created by private associations and international organizations, private reports from animal feed companies, and statistical databases).

The main sources of both primary and secondary information were the implementing organization (Feedlatina PA), the sanitary services in charge of animal feed from all the countries involved in the project<sup>2</sup>, the animal feed companies and associations of the countries, and finally the international organizations that participated in the project (FAO, OIE, IICA) and the STDF Secretariat. In addition, former managers and officers from the implementing organization and veterinary services from participating countries were interviewed.

### 3.1. Components of the methodology

#### **Project’s collected data**

Most of the documents of the project were provided by the STDF Secretariat, which included the initial planning (the original approved project, the logical framework, and other administrative

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<sup>2</sup> Only the representative of the Mexican Official Veterinary Service was not directly interviewed because the officer retired at the time of the evaluation. However, information about the participation of that public institution in the project was gathered from official documents and also indirectly from private associations that worked closely with that organization.

documents), progress reports about activities and budget performance, and final documents and reports (result framework monitored and administrative documents). Former project manager shared additional complementary administrative information on the project.

Initial desk analysis of documentation started by the end of November 2020 and some preliminary meetings were carried out with Feedlatina PA's current and former executive directors. Main collected and analyzed documents are described in Annex 1.

## **Interviews**

To obtain valuable information on the relevance, effectiveness, efficiency, impact and sustainability of the project, interviews were conducted with representatives of the organizations that participated directly or indirectly in the project. The information obtained from these interviews was useful to check the veracity of the achievements described in the final project reports, as well as to evaluate their performance and identify key lessons learned that may be useful for similar projects in the future.

Interviews used semi structured questionnaires and were carried out through phone calls or online video conference (Devex). Average time per interview was 45 minutes.

The interviews took place between November 16<sup>th</sup> 2020 and January 16<sup>th</sup> 2021. Over 25 professionals from all types of project's stakeholders were interviewed from all the 10 beneficiary countries.

### **BOX: Interviewed stakeholders.**

88% of the people interviewed participated directly in the project activities while it was active. The other 12% did not participate in the project during its development but currently have positions in their institutions where they must handle animal feed and food safety and had some information on the project.

*Table 1: description of stakeholders interviewed*

Type interviewed	New officers	Original officers	Total
Implementing organization	1	3	4
National regulatory authorities	2	9	11 <sup>3</sup>
Private associations		6	6 <sup>4</sup>
International organizations	1	5	6
Total	4 (14,8%)	23 (85,2%)	27

<sup>3</sup> Nine of the eleven officers interviewed were in the position of area manager during the project. At the time of evaluation interviews two of them were still in the same position; six were in a different position but at the same institution, and one left the governmental organization,

<sup>4</sup> It was only possible to interview private associations that participated in the project from a few countries that had long relationship with Feedlatina PA as members (e.g. Argentina, Brazil, Uruguay and México). In other countries it wasn't possible to find private association capable of responding to the interview as there were not specific associations on this subject or they were not active.

Of the total number of people interviewed, 41% were representatives of national regulatory authorities, 22% were representatives of animal feed private national associations, 24% were representatives of international organizations, and 15% belonged to Feedlatina PA currently or in the past.

Of the group of officers who actively participated during the project, only two currently remain in their positions. The rest left the institution or changed areas within the same institution. The list of people interviewed is presented in full detail in Annex 2.

### **Evaluation questions**

To keep the analysis focused on the objectives, the evaluation was based on questions framed by the following dimensions: Relevance, effectiveness, efficacy, impact, sustainability, cross cutting issues, verification of achievement informed in final reports and lesson learned. The details of the questions included in the interview guide are presented in Annex 3.

### **Field visit**

The original terms of reference for the evaluation foresaw field visits to two beneficiary countries to conduct the evaluation in greater depth. Due to sanitary and transport restrictions caused by the COVID pandemic, this activity was not possible, and it was replaced with remote online interviews using the questions in the interview guide as a basis to ensure comparability across findings.

### **Survey on training activities**

A survey questionnaire focusing on the efficacy of the training activities implemented by the project was designed and sent to randomly selected members of different target groups, as the project didn't make an ex post evaluation of this issue. Detailed questionnaire is described in Annex 3.

The target group refers to people who participated in the project's online training courses (there was a course on GMP and another on HACCP). 680 courses were reported to have been successfully completed, however only 467 people were involved on those courses as many of these individuals performed both courses. A sample of 50% of the list of people that completed those courses were chosen to send the survey. The final sample included 233 people<sup>5</sup>. Since those lists were made by the end of 2017 and many people had already changed email or job to date, 70 emails (30%) were not delivered because they were not found in destination servers. Finally, 34 responses were received from all countries except Bolivia<sup>6</sup>.

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<sup>5</sup> List of courses successfully completed from Bolivia was not considered because it didn't have emails addresses.

<sup>6</sup> Response rate was not that high, mainly because the evaluation was carried out more than three years after the participants performed the training course. Many people changed job, emails, or simply didn't remember well the characteristics of a training course made a long time ago. However, discounting the emails returned because not existing address, the rate of response was 21%.

## 4. Analysis and findings

To identify and evaluate the results of the STDF/PG/345 project, an analysis of the project documentation from the participating institutions was carried out, as well as an analysis of the responses received during the interviews with all key selected stakeholders.

This evaluation includes a detailed assessment of key variables related to the performance of the project, its implementation, and to the three stated outputs:

- Development of coordination and liaison mechanisms between public and private actors in the animal feed sector in Latin America.
- Development and approval, by the actors concerned, of tools aimed to promote regulatory equivalence/harmonization.
- Strengthening of technical capacity of public and private actors in the region's animal feed sector.

The multi-country and multi-stakeholder context in which the project was developed and implemented was specially considered during the assessment.

All activities reported in project's reports were directly or indirectly verified during this evaluation. Activities that could only be verified in an indirect way (by using interviews to project's managers, supervisors and partners) were: 1.5) 10 technical presentations performed at international fora: the participation of stakeholders was confirmed by interviewees as well as the fact they always presented the experience of the project; 3.5) 10 strategic subjects covered in detail in technical website; and 4.5) Project's website showing updated activity of the technical committee: Interviewees confirmed the effective operation of project website until 2019 when it was closed. After the project, most of Key technical information placed in the project's website was moved to the Feedlatina PA website in order to keep them available to users.

### 4.1. Relevance

According to the evaluation, it can be said that the Project was totally **relevant** as it duly contributed to solve most of the main trade problems faced by animal feed products in the region. The differences in sanitary regulations between beneficiary countries were the main commercial barrier at that time and the private sector highlighted this issue as the main priority for public policies.

The improvement of the industry's technical capacity in sanitary and quality matters was also another need that was identified by stakeholders as a challenge and then addressed by the project. Based on these findings, it is clear that the project was totally aligned to the STDF's goal to facilitate safe trade producing relevant results accordingly.

Was the project the right answer to the sanitary-related needs of beneficiaries, addressed to facilitate regional trade of animal feed products?

First, the project's ability to answer the needs of the beneficiary countries regarding facilitating quality, safety, and regional trade in animal feed was analyzed. The evaluation revealed that the project was relevant to the needs identified by representatives of the animal feed industry and the national regulatory authorities, which they had identified between 2010 and 2012.

The countries in which the industry was better organized and had specific business associations were Brazil, Uruguay, Argentina and Mexico. Feedlatina PA brought together a significant number of companies and associations from those countries, so the ideas that were proposed to be included in the project clearly represented the needs of the private sector.

In the project design stage, a public-private group discussed and agreed on the objectives, scope, and expected results. At that time, activities were defined in three priority areas: link between public and private actors, review of regulations producing trade difficulties for a future harmonization, and training in matters of sanitary quality and safety.

All the stakeholders interviewed agreed that regulatory harmonization and the promotion of animal feed quality and safety were the areas that faced more international trade-related challenges. Both topics were very important for governments and for the private sector, however some differences in their prioritization existed between sectors.

For representatives of private companies, the urgency was put on regulatory harmonization to solve the most common trade problems in the short term. The collected information showed that there were great differences between the Latin American countries regarding the concepts, language, and procedures for the registration of products, quality standards, and international trade procedures. Several of the interviewees highlighted that between 30% to 40% of the import operations of animal feed or ingredients presented some type of problem in the administrative processes required by the sanitary agency, which produced withholdings, delays, higher costs, or import rejections because of reasons that had nothing to do with the product or its quality and safety.

On the other hand, regulators gave priority to the goal of improving the overall health and safety of animal feed products at the production stages. The private sector increasingly understood the relevance of this issue and agreed to include it as a key objective of the project. Private associations supported the work of defining new regulations and programs on the subject, trying to avoid a disproportionated definition of the issue in each country. Regulatory officers agreed to revise and build norms considering that purpose. The situation in Brazil prior to the project was a good example of this problem, where a given standard had been stated requiring that all imported animal feed must be produced in officially certified GMP plants. The problem was that no country had implemented standards to certify GMP and therefore Brazilian companies had serious difficulties in obtaining animal feed supplies from other countries. Although the logic of this regulation was correct, the practical implementation was not adapted to the reality of the countries in the region.

Despite the public and private sectors having different views regarding priorities and importance of the issues, the initial dialogue process was well conducted and managed not only to incorporate

both views, but also to share the importance that each partner gave to each issue. This evaluation found that the stakeholders had some differences on the scope of project's objectives before the start, but they ended up agreeing on common expected outcomes.

Working on these areas as an individual country achieves poor results since international trade problems affect the movement of products between various markets. For this reason, the strategy of enabling different public/private stakeholders from across the region to jointly assess and analyse sanitary related problems affecting animal food and feed safety was the correct approach, which also encouraged public and private partnerships to facilitate the trade in animal feed.

**Was the project the right answer to improve quality and safety of products internationally traded by beneficiary countries?**

Animal feed safety is a key element for animal health and to produce animal protein as healthy human food, and it was a topic that was already discussed in the global debate before the project. OIE already had a specific chapter in the Terrestrial Animal Code, and the governments of the countries were analyzing how to develop it more quickly.

The Technical Committee took this area of work into account and incorporated activities to train public and private stakeholders in matters of safety in the manufacturing of animal feed. At the same time, they decided to carry out some activities to analyze the feed safety regulations of each country (e.g., situation of requirements of Good Manufacturing Practices, GMP). This correctly responded to the basic needs of the sector regarding the improvement of quality and safety of products for animal feed.

However, some public representatives of countries with greater development in the animal feed and food safety area -and some representatives from international organizations- emphasized that what was decided by the Technical Committee when the outputs were defined, was a response to the most basic, immediate, and national needs of the sector, but did not tackle other issues that the world would require from the industry in the medium term (examples: AMR medicated food, Foodborne diseases, salmonellosis). According to opinions from representatives of international organizations those "topics for the future" are precisely the ones that could have given stronger meaning to the permanent coordination between countries. Thus, if the Technical Committee would have decided to include them in the project's workplans, a higher commitment with long term challenges would have been generated among participants.

Based on this analysis, it can be affirmed that the project was a right and efficient response to promote improvements in quality and safety of animal feed products, particularly on matters that were urgently needed by the entire industry. However, it can also be affirmed that the project had created a regional discussion space among stakeholders, who seem to have missed the opportunity to use that space to discuss other medium-term issues that were also important for the future of the industry.

### What was the value added of this project, compared to other support programs? (coherence)

According to the evaluation, the project indeed added value in different areas, compared to other similar support programs.

#### **Innovative project management model:**

As far as animal health is concerned, there are several regional projects addressed to tackle some specific and broad issues. The general model consists of a core group of government institutions from different countries, an international organization (eg. WHO, OIE, IICA, FAO) acting as a host for a collaborative group, and some representatives from the private sector. This set-up was expected to foster public-private partnerships.

One example is CAMEVET (American committee for veterinary medicines), which brings together the industry and government services that regulate the veterinary pharmaceutical sector in American countries since year 2000. They meet regularly under the structure of the OIE of the Americas and also have a committee for the strategic direction of the organization and programs.

Another example of a regional initiative is CVP (Permanent Veterinary Committee) which groups the Chief Veterinary Officers (CVO) from the six south American countries and it is hosted by IICA. This collaboration group also includes private representatives from countries and is focused on discussing contingency topics in animal health.

The example of PANAFTOSA (American center for Foot-and-mouth disease and animal health) is also useful for the analysis. This regional group is hosted by WHO (Branch for the Americas) and involves public and private representatives from all American countries. Its main area of work is the eradication of FMD, with countries having different FMD status and needs. The group is very useful for regional analysis but it is totally focused on FMD matters.

Stakeholders for STDF project 345 perceived that there were some animal feed areas not sufficiently addressed by projects at that time. In addition, they considered that an operating model that make the process of analyzing issues and building agreements (e.g., harmonization of regulations) more quickly was needed, as well as an effective mechanism for reaching public-private agreements at a sub-regional level. They also considered that a working agenda and priorities should be established jointly by the public and the private sector on the topic.

Taking these elements into account, the STDF Feedlatina project was developed as an innovative formula for implementing a regional project involving several countries. The project implementation was carried out by a single private association (Feedlatina PA), that managed administrative and technical operations and coordinated all the public and private actors of the countries involved. This evaluation verified that this function was performed with high effectiveness and efficiency during the project's period, since the "executive" private leadership style was results-oriented and totally focused on moving the tasks forward to the planned goals. For the strategic management and supervision of activities, a Technical Committee and a Steering Committee made up of different stakeholders were established.

The STDF/PG/345 project, particularly because of its private sector led implementation model, added immense value precisely due to its ability to strongly mobilize and involve the private sector who was keen in the search of solutions in the short run. This fact made that the project was able to initiate analysis of specific topics and persist in the work until closing them with a result in a relative short term. Based on the experience of this evaluator, the style and dynamics used in this project is often not seen in similar projects implemented by non-private institutions.

**Higher importance given to animal feed in the region:**

It is common for global discussion to trigger an increase in interest around topics such as health, trade, or the environment. Examples of this are the cases of pesticides, veterinary drugs, antimicrobial resistance, among others. However, the fact that its importance increases at global level does not necessarily imply that the same will happen in the different countries. To achieve this, a significant effort is required to make the topic visible, to increase installed capacity and to improve processes, and thus generate enough institutional capacities to tackle it in the future.

The STDF/PG/345 project gave high visibility to the topic of animal feed. A topic that was overlooked in the region. The project's activities, the training, the participation in international forums, and the project's dissemination plans, led to rapid growth in the quantity and quality of regulations, in structure and capacity of government services, and also in private quality standards in most countries.

**Innovation in methods for developing academic skills by using distance learning online systems:**

The effort made by the project to train people from the public and private sectors was based on the IICA technical platform, which had an online distance mode. At that time (2017) the technology for online classes or meetings was not yet sufficiently known or used for large-scale training.

The great coverage that was achieved in this project with the online system allowed for the validation of the technological tool for mass training and accumulating know-how to be used in future similar projects. This know-how was mainly accumulated by IICA who designed and administrated the system, and it has been used in the implementation of a large list of online courses carried out after the project.

Local contexts: how they were taken into account in the design of the project? What significant differences were found during implementation?

The project had the strong challenge of facing a large number of very different contexts, due to its regional scope. In general terms, opinions and documents about the project's planning stage confirm that there was a proper and sufficient analysis work aimed to include the multiple contexts of different cultures, different political and economic systems, and different languages.

Regarding the regional industry context, the evidence showed that all companies faced the same trade problems no matter the type of products they produce and trade (product class and different targeted animal species). Then, project's activities were addressed to the whole industrial sector with no specific activities according type of animal feed product.

During the implementation of the project, there were several elements of context that were different from what was planned, which had an impact on project's performance, and even some of them forced to modify the workplans. The ones with the greatest impact on the project are described as follow:

**Government system and officers' rotation:**

In the political context of the countries of the region, it is very normal that in each change of government (e.g. minister of agriculture), there is also a change of a significant number of senior executives of the first hierarchies (usually up to hierarchy levels 2 or 3). To manage this element of context, the project established coordination and work, not with the top managers of the veterinary services, but with the coordinating officers of animal feed. In all organizations, these positions had a level 4 or 5 of hierarchy, so they would not be affected in the processes of change of governments. Letters of commitment were obtained to ensure support from the top heads of government institutions, although these documents have no real force in ensuring the permanence of an officer or commitment to allocate resources to an international activity.

During the development of the project, it was observed that, the change at the senior management levels in some countries did produce successive rotations of the animal feed coordinating officer anyway, so the focal point of contact for the project changed unexpectedly. Despite carrying out some information sessions addressed to the new people appointed in the position, the performance of the project in those cases was weak after the change. At the same time, most of the government officers interviewed confirmed that the changes of top managers of the veterinary services also had a negative impact on performance, and that the project did not implement a systematic action to inform and motivate them to be committed to the regional initiative.

**Organizational capacity of the private sector:**

Private animal feed companies had a strong association in some countries, while in others it was not strong enough or non-existent. The STDF/PG/345 project was initiated in large part thanks to the strength of business associations from Brazil, Mexico, Uruguay and Argentina who spearheaded the coordination work together with regulatory officers. For this reason, it was envisaged that in the other countries where the project would be implemented, private companies would develop some degree of organization and would be involved in conducting activities together with the regulatory officer who acted as a focal point.

This situation did not occur, and the companies were not motivated to create a private association. There was an exception in Bolivia where an association was created in the animal feed category, but this initiative did not achieve maturity or continuity. The project was not able to demonstrate to companies in other countries that partnering had some value, and various interviewees mentioned that this generated a loss of potential project performance.

**Technological capacities of the countries:**

The project assumed that there was enough technological capacity in the beneficiary countries to develop large-scale technical training activities using the distance on-line education method at that time. This assumption was right for the majority of the countries as they were relatively familiar with this technology. Only interviewed officers from two countries mentioned facing problems with the on-line methodology.

Notwithstanding, in one country the online training course was a clear failure, due to a weak initial diagnosis and planning. If the project had made a proper basic context analysis, the problem would have been prevented and the performance of the training plan would have been adequate in that country. Nevertheless, the project had the flexibility to see this situation and renounce the online training method by developing the course again, but in face-to-face mode.

**Cross cutting issues:** Did the design and implementation pay attention to the Gender equality issue?

Gender was not an aspect considered specifically in the project at the time when it was approved, and for that reason it did not incorporate specific activities or operating criteria that sought greater equality of opportunities by gender. However, many of the actions did have an implicit gender approach, since in some countries gender was already part of government policies and programs.

Female representation in the technical committee (CTM) -which was the forum of greater debate and decision- was always between 43% and 49%. Within this committee, the key decision makers were the officers from national regulatory authorities and international organizations, and the presence of women in that group was 57%.

Similarly, the training courses had a good balance of gender participation (women registered in the courses was between 47.2% and 51.7% depending on the course and country analyzed).

Despite not being planned as an objective, some interviewees from the private sector mentioned that jobs of "technical supervisor for quality assurance systems" were created because of the GMP regulations promoted by the project. They also mentioned that those jobs were generally prioritized for female professionals who demonstrated greater precision in such work.

**Cross cutting issues:** Did the design and implementation pay attention to the inclusiveness of small businesses?

Based on the interviews with representatives of the private sector, it is observed that the different food companies associations are all composed mainly by small and medium-sized businesses (for example, CAENA of Argentina indicates that about 60% of its members are SMEs).

There is consensus that the project benefited trade from all types of companies, but it was **especially positive for SMEs**. In general, large companies already traded internationally and were interested in solving the problems generated by non-equivalent documents. However, small companies were practically blocked from exporting because the process of registering products in the importing countries was extremely complex for them. Large companies were able to comply with the old complex administrative procedures to get the registration in some destination countries because they had the resources to hire specialized teams to do so. This was not the case for SMEs. According to interviewed representatives from private associations, the project was successful in facilitating the registration processes and therefore SMEs started registering their products in other countries and initiated foreign trade operations. Main changes in this process were quite simple: to agree on

common concepts among countries; to state and draw clear administrative process flows in each country; to share the processes in a common webpage; and to nominate a focal point in each country to facilitate each registration request and to solve any problem that could arise.

## 4.2. Effectiveness

According to the evaluation, the project has been effective in delivering on the objectives identified at the design stage. In some cases, the project achieved greater results than expected. It was highly successful in generating a regional **public-private coordination and liaison** between the national regulatory authorities and the companies. It was also reasonably successful in strengthening **technical capacity** in animal food quality of the whole industry from the beneficiary countries as well as in designing and implementing **harmonized regulations** aimed to facilitate trade of this kind of products.

Did the project achieved its objective of developing coordination and liaison between public and private actors related to animal feed and food safety in the region?

There was consensus amongst the stakeholders interviewed that the project fully achieved its objective of enhancing **coordination and liaison between the national regulatory authorities and the companies**, and even the majority declared that the achievements were much greater than planned.

According to the information collected, before the project, there was practically no effective contact between the governments and the companies of the countries, and less between governments and companies of different countries. There were mechanisms that allowed private opinion in public consultations made by governments when proposing new regulations, but this was not enough given that consensus and regional decisions should be collaboratively built.

All interviewees agreed that the project achieved a mature horizontal relationship for the first time in the region, and this generated trust, allowed to define common objectives and to work on them effectively. According to stakeholders, three key activities made the highest contribution in reaching a horizontal relationship: the implementation of the CTM where each public or private representative was permanently present and no hierarchies were stated among them; the implementation of an agreed agenda of subjects to be discussed where public and private actors could present and analyze proposals for solving prioritized problems; and the implementation of activities for networking among all representatives.

Further, there is a high level of agreement that the level of public-private liaison achieved was useful for achieving harmonization of procedures, as well as producing an additional benefit of healthy peer pressure when best practices were shared among all officers in charge of animal feed. In this way, a **benchmarking process** took place, and thus several of the beneficiary countries were able to make quick adjustments that improved operations and regional coordination. For example, most of the officers described as "highly valuable", the experiences shared by Chile about control

programs for Dioxins, or practical experiences in the design of information systems for animal feed products, or for electronic signature of certificates shared by Uruguay and Brazil. These areas were not part of the agreed agenda for harmonization however they became important areas for the group when the experience was shared and presented in technical meetings.

Regarding the purpose of connecting with international fora on animal feed, interviewed stakeholders mentioned that the project was very effective because it allowed them to understand for the first time, how and where the global discussions occurred and allowed them to better understand the process of setting international standards that affect production and trade. However, when assessing all the information available, it is observed that the project activities generated motivation and general knowledge about the international fora, but not an effective link with those institutions. In the opinion of the international organizations collaborating with the project, the use of languages other than Spanish or Portuguese was a barrier to obtaining more effective achievements in this area.

### Did the project achieve its objective of developing harmonized regulations in the region?

As identified by the project since its inception, one of the biggest problems in international trade is that the regulations that establish sanitary requirements are not all equivalent in concepts and procedures, even though their final objective is the same. These differences cause international trade to face many operational problems, real barriers, and additional costs<sup>7</sup>. Achieving common understandings between standards and procedures of two countries is a very difficult task, and it is even more complex to make them equivalent between several countries. Efforts like these normally take many years and resources. Analyzing the activities carried out by the project, this evaluation confirms that the efforts invested by all the participants were enormous and more significant results were achieved than any similar project carried out to date.

Members from the CTM carried out a complete comparative analysis of regulations, procedures and tools from each beneficiary country and elaborated solid documents about these issues:

- Document: Annex 9.4.2.1 of the Final Report. Logical framework, Result #2 - Indicator 2.2: Comparative analysis of regulatory procedures/tools of the 10 participant countries (files Word and Pdf). This work was fundamental for the harmonization work related to FSC, Labelling for export, and origin certificate. <https://drive.google.com/drive/folders/1ZOpcVFePIIfNVtXwv5RIA9KAzUMQz74r>
- Document: Annex 9.4.2.2 of the Final Report. Logical framework, Result #2 - Indicator 2.1: Comparative analysis of concepts and definitions used by the participant countries associated to animal feed industry (files Word and Pdf). This work was fundamental for elaborating the common glossary of concepts on animal feed. <https://drive.google.com/drive/folders/1ZOpcVFePIIfNVtXwv5RIA9KAzUMQz74r>

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<sup>7</sup> The private sector interviewees gave examples of this situation in the region: for example the case of Brazil, which could not import some products because they required certified GMP by the government of the exporting country, and those countries did not include this process in their regulations, or Mexico where they estimated that up to 40% of imports suffered some withholding or rejection due to differences in the term of the FSC, or all the countries that mentioned the high amount of import/export problems due to differences in the text of the certificates.

- Document: Annex 9.4.2.3 of the Final Report. Logical framework, Result #2 - Indicator 2.1: Summary of comparative analysis of concepts and definitions used by the participant countries associated to animal feed industry (file Excel). <https://drive.google.com/drive/folders/1Z0pcVFePIIfNVtXwv5RIA9KAzUMQz74r>

Regarding harmonization, the final project report declared that 100% compliance was achieved in the outcomes and planned activity indicators. This does not mean that 100% of all the regulatory procedures and trade instruments selected by stakeholders for improvement were totally harmonized. For most of the procedures and instruments identified, during project implementation it was possible to undertake comparative studies, but it was not possible to complete a harmonization proposal, validate it and put it into practice with a respective implementing guide. The main difficulty was that many of these modifications in procedures needed changes in national governmental decrees and that effort was out of the scope of the Project. For those cases, a valuable comparative study and a technical common analysis was performed and the promotion of changes in national norms was a work left to the focal point from each country.

Undoubtedly, the trading instruments were simpler to adjust and to harmonize, in comparison to regulatory procedures, which are more complex to modify since they are generally defined in laws and regulations. For this reason, the interviewees agree that the participants took a practical approach, prioritizing those instruments that produced trade problems most frequently.

The complete process of implementing a harmonized procedure/tool has three main steps: 1) carry out a comparative analysis of countries, 2) prepare a harmonization proposal, and 3) elaborate a guide for the implementation of the new harmonized procedure/tool. The project identified several key procedures/tools for international trade and established expected results for both, the entire process and for the first step (comparative analysis). Targets stated for Project's result #2 were: "at least 4 procedures/tools fully harmonized and 6 procedures/tools with the first step completed (comparative analysis)". Results are shown in table 2. The first four subjects were the topics prioritized by the Technical Committee.

*Table 2: actions carried out to harmonize relevant elements for international trade of animal feed in the Latin American region.*

	Identified elements where harmonization would be useful	Tool or Procedure	Comparative Study	Harmonization Proposal	Guide Elaboration
1	Glossary of concepts		X	X	X
2	Labelling	Tool	X	X	X
3	Free sale certificate (FSC) <sup>8</sup>	Tool	X	X (*)	X
4	Declaration of GMP	Tool	X	X	X
5	Origin Certificate	Tool	X (**)		
6	Samples of no commercial value	Tool			
7	Product lifespan extension	Tool			
8	Registration of producers	Procedure	X		
9	Registration GMP	Procedure	X		
10	Additives	Procedure	X		

<sup>8</sup> See annex 5 in which the initial situation in each country is described and then the harmonized FSC, accepted by all participating countries, as a result of this project.

11	Medicated feed	Procedure	X		
12	Residues and contaminants	Procedure	X		
13	GMO	Procedure	X		
14	Exemption of registration	Procedure			
15	Co-products	Procedure			
16	Functional ingredients	Procedure			
17	Import permits (***)				
18	Process monograph (***)				
19	AMR (***)				

(\*) : 3 aspects were harmonized for this instrument,: Its content, its duration, and its digital signature.

(\*\*) : The initial study identified that it was not an instrument issued nor required by the countries, so it was not relevant to follow the harmonization process.

(\*\*\*) : These elements were not identified in the initial stage of the project, but some interviewees mentioned them as issues that were identified and analyzed in a general way in meetings of the technical committee.

It was impossible for the project to cover all important instruments and procedures and to complete all stages of each harmonization process. Nevertheless, most of interviewed representatives pointed out that higher progress could have been reached in developing more harmonization proposals for other complete processes.

In the case of procedures, the objective was not to standardize them in all countries, but to generate suggestions of optimal models for government control. The latter was obtained where GMP is concerned. The topic was analyzed and discussed to find adequate ways of including it in local regulations. After that, almost all countries not only had added or improved GMP requirements for production and imports inside their regulations but had also developed practical procedures to officially certificate GMP for other countries. Even more, some countries (Ecuador, for example) went beyond and developed compulsory regulation in GSP (Good storage practices) for animal feed commerce.

### To what extent was the expected result of strengthening the technical capacity of public and private actors achieved?

In order to strengthen the technical capacity of people involved in the animal feed sector, the project planned training initiatives aimed at two large target groups. The first group was public and private professionals (who participated in the technical seminars that were held alongside the usual meetings of the project) and who presented an update on various topics. A large-scale online distance training program was designed and carried out for the second group, i.e. professionals from companies and governments of each country on GMP and HACCP, using IICA's platform and taking advantage of its experience in the matter.

All the stakeholders interviewed agreed that the trainings carried out in seminars were very valuable. They strengthened their technical capacity at different levels and allowed for continuity in the dissemination of knowledge among the permanent members of the technical committee.

Regarding the large-scale training activities, the analyzed reports describe that online GMP courses were held for the 10 participating countries and HACCP courses for 9 of them. A total of 1,216 registrations were received for the two courses, but only 74% of the people who made a registration started the course. This means that of the total available places, one out of every four people lost motivation or didn't have available time to perform it, which made the project lose effectiveness to some extent (Table 3). Reasons that explain this were mainly practical implementation problems identified and described in points Efficiency and Lessons learned.

Of the total number of people who started some course, an average of 76% successfully completed them, which can be seen as a relatively high rate. However, if we analyze the rates of successfully completed courses in each country, a diversity of results are observed, ranging from a 98% completion of the GMP course in one country to a 58% completion of the HACCP course in another one (The 13% success rate in completion obtained in the GMP course in Bolivia is not counted, since it is considered a failure that was adequately corrected with the implementation of a classroom course afterward).

*Table 3: Figures about Project's online training courses*

Course	Registered in courses	Started a course	Successfully completed	%
GMP	595	501	379	81%
HACCP	622	399	306	75%
Subtotal of courses done	1.216	900	685	76%
Real number of people who participated in trainings :			467	

Source: own made based on Project's final report (Annex 9.4.3.1 and list of participants).

Note: Participants were technical members from public and private institutions with no limit for those categories. Thus, Public /Private percentage of participation was very diverse in the different countries.

According to the lists of participants, it is reported that 685 "participants" successfully completed training courses. However, it is important to clarify that the real number of people who participated in the training program was 467 people: 218 of them performed and completed both courses (GMP and HACCP), while 249 people only successfully completed one course.

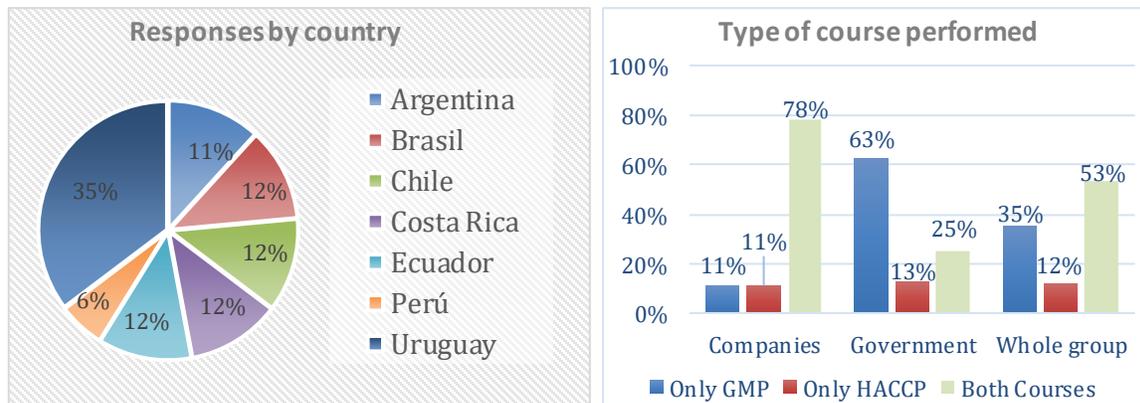
The completion of a training course does not guarantee effectiveness in strengthening technical capacity. For this to happen, knowledge must be adequate, generate new skills in people and ideally impact their organizations in positive changes.

The opinion of the interviewees is divided on whether high or medium efficiency was achieved in generating technical capacities. Representatives of the government services valued the possibility of disseminating knowledge to public officers that had a low level of formal education in matters of sanitary quality and feed safety. Companies' representatives recognized that the large-scale courses generated an environment of motivation and dynamism in the animal feed sector in all countries. These greater capacities and dynamism helped some countries to improve their sanitary quality programs already in place (countries with a higher degree of development), it helped others to put into practice the regulations that were only on paper and others to generate regulations on the subject.

**Complementary survey on new knowledge generated from training activities:**

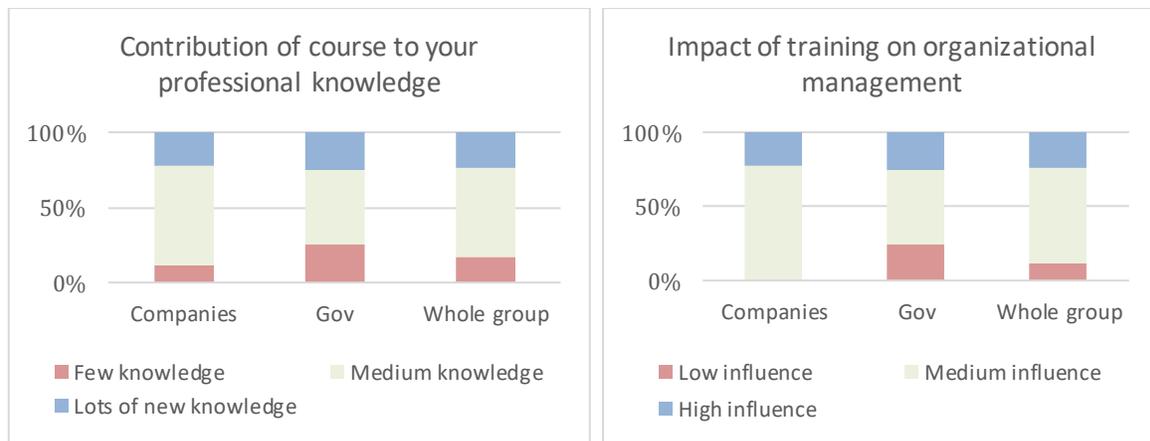
In order to evaluate more accurately the effectiveness of the project's training activities, a survey was conducted directly addressed to a sample of professionals who attended the courses. For this, a specific survey (Annex 4) was prepared and sent to 50% of the people who successfully completed courses (233 people). 33% of the surveys sent by email (70 recipients) were not delivered because the email addresses provided on that date no longer existed (the list of the participants was 4 years old). 34 responses were received (20.9%) from all countries except Mexico, Bolivia and Paraguay. Responses belonged to professionals from private companies (53%) and government institutions (47%).

53% of the responses belonged to professionals who took both courses, 35% did only the GMP course, and 12% only the HACCP course.



To evaluate the **effectiveness in strengthening technical capacity**, the degree to which the courses contributed to their professional knowledge was asked, and the answers coincide with what was collected in the interviews. 59% of responses indicated that the course provided them with some new knowledge, and 24% indicated that it provided them with a lot of new knowledge.

Regarding the **effect** of this new knowledge on generating changes within their respective organizations, 89% of trainees mentioned that there was direct influence. 65% mentioned that there were some changes in their institution (medium influence) and 24% mentioned that there were significant changes (high influence).



In summary, it is possible to say that the training program was remarkably large (in coverage of participants from various countries) and valuable. The evaluator has not seen other projects with such a wide coverage of specialized technical training activities in the region. It is concluded that the project had a medium-high efficiency in strengthening capacities and high efficiency in generating interest in the subject. Additionally, the project successfully validated the virtual distance education tool (in times when this technology was not widely used as it is today in a COVID context).

In addition, the project demonstrated **effectiveness in obtaining collaboration from international organizations** for specific training activities. IICA contributed with the online platform and its technical experience, FAO with technical support and delivery of tutor/specialists, and OIE with technical support and guidance. On the other hand, some officers from government entities and from some companies from each country were trained as tutors for the courses.

#### What were the major factors influencing the achievement or non-achievement of the project's objectives, outcomes and outputs?

The STDF/PG/345 project generally met its objectives during its timeframe (including extension), however for some objectives the achieved results could have been greater.

Several factors positively influenced the achievement of objectives. The interviewees agreed that a good personal integration was developed among all stakeholders, what established a permanent communication network that contributed to maintain a collaboration spirit throughout the whole project. Additionally, the face-to-face work methods facilitated the integration and participation of all the regulators officers from the beneficiary countries (in this case, improved regulations for the control of production and international trade of animal feed). All this was achieved thanks to the work done by the Technical Committee (CTM).

The CTM was an innovative structure in the project that played a key and successful role at achieving project's outputs since it gathered all stakeholders (public, private, international organizations) without stating internal hierarchies. This CTM was the core forum for technical discussions and the place where agreements on sanitary regulatory issues were made. In the same manner, all collaborative activities were discussed, validated and implemented in the CTM. Seven CTM meetings

were carried out during the Project's period. Meetings were held every semester (4-5 days each) and this frequency was appropriate according interviewees. The unique dynamic of the CTM created a positive personal relationship among the members which favored the establishment of a fruitful and useful network in the years that followed.

There were some internal factors that negatively influenced the achievement of outcomes and results at the beginning of the project. Between them, most officers mentioned that technical meetings were not always efficiently carried-out, which delayed the implementation of programmed activities. Other causes were some unplanned delays in administrative processes in other organizations that were beyond of the scope of the project (eg. Some delays in international organizations at hiring experts for training or software design). The cumulative delay was significant, while the project's available time was limited, so an extension in time (not in budget) was requested to STDF. If the extension of the project timeframe had not been approved, many results and outcomes would not have been achieved.

### 4.3. Efficiency

Although a one-year extension was needed, the project was overall efficient in delivering results within the available resources. The outputs with the highest priority were reached in a remarkably short period of time when compared to other similar regional experiences. The use of financial and human resources is also evaluated as very efficient, as no additional funds were required to implement all activities, including a truly large training program in all the beneficiary countries.

Was the project a cost-effective contribution to addressing the needs of the beneficiaries?

The Project was a clear cost-effective contribution to solve the key problems that the beneficiary countries were facing. Since the central topics were related to regulations for the international trade among Latin American countries, the project's multi-stakeholder model was the most efficient way to achieve objectives and with the least investment of time and budget. Collaboration is the core element in this model what guarantees efficient coordination of efforts and use of resources.

If the same strategy had been implemented by individual countries, that would have had a much higher cost (since each country would have to seek collaboration with other countries one by one), the activities would be very difficult to coordinate and the results would be less guaranteed to succeed.

Were the activities and outputs delivered according to the project document (i.e. on time and within the budget)?

The activities were not strictly delivered according to the original project schedule, reason why an extension of one additional year was requested to STDF. Thanks to this extension it was possible to reformulate the plans and achieve all the results properly. As explained in point 2.2, there was a

delay in the implementation of activities during the first years, so several of them were carried out all together during last year. Budget expenditure also confirms that situation, since at the end of year 1, 2 and 3, 18%, 34% and 60.4% of the budget had been used respectively. The remaining 34.6% was used during the extension (year 4). The STDF contribution was used at 96.2%. Remaining funds were reimbursed by Feedlatina PA to the STDF.

### **Efficiency in the organization and leading of large meetings**

Most of the interviewees from government institutions and international organizations mentioned that there was a lack of efficiency in the practical leadership of CTM meetings. During those meetings many complex technical matters were discussed, so if the time allowed for discussion was not well managed, a low efficiency in achieving the core tasks (reaching harmonization agreements) was produced. According to some interviewees, that situation also produced some demotivation to participate in the meetings.

### **Efficiency in planning training activities:**

Although it is recognized that the training programs were well prepared and organized, the majority of those interviewed stated that the timing for its implementation was not efficient. The course preparation tasks took too long (from semester 3 to semester 7), and finally the courses were concentrated in the last months before finishing the project. That period coincided with the weeks at the end of the year 2017 where people were usually busy and with less available time for performing an online and highly demanding course (it is mentioned that the method used had very short deadlines to develop the modules, and the time needed to successfully complete the modules was particularly high). For this reason, they argued that if the courses had been implemented earlier, a lot more people would have been trained.

Was there any activity that should have received more budget or technical support to get higher results or more coverage?

### **Harmonization work:**

Stakeholders had prioritized processes requiring to be harmonized more urgently and this task was accomplished during the project implementation. Other tools and processes that were identified by stakeholders as having a lower priority, at least began their first stage of comparative analysis. The time for cooperative technical work of the project was limited, which means that no significant advances would have been obtained on this topic even if more budget would have been designated to this second-priority subjects. Table 2 shows the subjects and their priorities.

### **Training:**

Virtual training was an activity that could have had higher results by having the budgeted in-kind resources available right at the beginning of the project. This could have made the design process and the organization of the courses done faster and a higher quantity of courses could have been implemented. According to information gathered, some previous specialized works for implementing the training software were not properly budgeted by international organization partners and the authorization for resources was slow (leading to delays in the project's schedule). Due to the quality and impact that training program had, several of the interviewees suggested that, after the project, this virtual training could have been "mandatory" for the technical managers of companies producing animal feed. This idea was supported by private representatives and also

public officers who mentioned that it could be easily implemented by issuing some governmental Decree that would state this requirement.

#### **Participation in global fora:**

This activity was highly remarkable as public and private decision makers in the region became familiar with the international fora where animal feed was discussed and decisions were taken. However, due to budget restrictions, no further participation of CTM members in international fora was organized during the project, so the work of generating useful networking with those global fora didn't produce significant results.

### How were risks managed?

- **Risk of insufficient political stability of countries or institutions:**

It is common in Latin American countries to have numerous changes in executive positions in ministries and public services when political changes happen in a country. Generally, this rotation of top decision-makers reaches the second or third level of hierarchy. Under these levels, the coordination of topics is carried out by professionals who have enough stability in their positions, although their ability to decide on changes in regulations and budgets of Veterinary Services is more restricted. Within the structure of the official veterinary services, the animal food safety topic is normally designated to fourth or fifth hierarchical level officers, who faced a relatively low risk of being removed from their positions due to political reasons. However, in few countries there were changes at all levels of the hierarchy, and focal points of those countries were moved more than once.

In any case, the decision of working with this type of technical officers as focal points and country representatives gave a greater guarantee of stability in the participation of countries in the project. However, these officers could only state technical international commitments, but not legal or budget-related ones. This was deemed sufficient as this last kind of commitments were not strongly required during the project implementation.

- **Risk of governments' unwillingness to harmonize regulations:**

Many times, there are governments that are unwilling to accept equivalences of procedures with other countries for political or economic reasons. To mitigate this risk, a letter of commitment from the National Services was required, in which they declared their willingness to collaborate with the project. According to officers interviewed, that action was enough to mitigate the risk. In addition and as explained in previous chapters, the harmonization work was prioritized in order to reach regional agreements on administrative tools (which were relatively easy to modify), rather than asking the countries to introduce changes in their higher laws and regulations; this way Veterinary services were not pressed to make unplanned changes in local laws regarding sanitary issues.

- **Risk of low commitment of international partners:**

This risk was not observed in the project. FAO, IICA and OIE supported the project from its planning stage, and they have strategic objectives that coincide with the project. The three international organizations contributed with their vision and expertise and also provided concrete support, such as IICA (organization and platform for distance training), FAO (specialized consultants), and OIE (specialists).

## 4.4. Impact

It can be affirmed that the **impact** of the project was significant in increasing the awareness about the need of harmonizing regulations for international trade in a sector where the topic (animal feed) was never tackled before in a regional way. The project also showed significant impact on facilitating market access and strengthening official regulatory services and sanitary quality in production of animal feed products. According to stakeholders, the project produced safer trade and produced better food security at animal production stages.

All private and public representatives interviewed confirmed a noteworthy facilitation on international trade procedures after the implementation of regional agreements (e.g. glossary of concepts, labelling and Free Sale certificate, FSC). Harmonized procedures had a positive and real significant impact on trade costs reduction and also in opening export opportunities to all related companies, including SMEs. It could be affirmed that this indirectly contributed to ensuring economic growth and poverty reduction.

What real difference (expected or unexpected) has the project made on the beneficiaries?

The project had an impact on the beneficiary countries in several areas. The main impacts are analyzed below.

First, the beneficiaries were able to generate permanent solutions to the critical problems of harmonizing export and import regulations among themselves, which greatly facilitated trade. It should be noted that other countries in the region that did not participate in the project still have this type of problem. Similarly, the beneficiaries achieved a qualitative change in the capacities of a large part of the public and private professionals related to animal feed quality (as shown in Point 4.2 – training program). Prior to the project, most of the beneficiary countries had low capacities, and for the same reason the subject was unable to achieve the relevance it needed.

Finally, a major difference that the project made to the beneficiaries was the creation of a permanent network of executive contact between all the actors, which has been extremely useful in resolving quickly technical and operational trade problems between countries. This element never existed before among them, nor does it exist in the countries that were not beneficiaries of the project.

To what extent did the project produce impact on market access, improved domestic and regional SPS situations, and poverty reduction?

Quantitatively evaluating the impact of a project requires assessing the initial and a final baseline measurement to identify the contribution of said project on the differences. An initial study was carried out, however it didn't evaluate the situation of market access of beneficiary countries and mainly calculated indirect estimations of national animal feed consumption.

The Project's final report (particularly its Annex 9.4.4.2) attempted to measure the impact on the trade of animal feed between countries between 2012 and 2016, however the document has some

methodological limitations and the information is not totally useful for a comparative study. The main limitation is described by the same report and refers to the difficulty of having real international trade figures for the different types of animal feed (for example complete animal feed, partial mixes, supplements, additives, and ingredient from vegetal, animal, mineral or chemical origin). The analysis only evaluated the trade classified under the duty codes of group 2309 however that code is not the one that includes the most commercialized animal feed products in the region. For this reason, the comparison of these codes should only be taken as an indirect proxy of the real international trade and the data should be interpreted.

On the other side, the study compared the international trade of seven countries to describe an increase of 28.3% in the project period. However, if the figures for all the ten beneficiary countries are summed, the result is that the foreign trade operations of the codes 230910 and 230990 decreased by 35% in the period. Some external economic shocks occurred in some countries that perfectly explain the drop in trade (group Code 2309) during the studied period but isolate only the data of the countries with increasing trade can be seen as a methodological error.

Despite the last finding (total trade decline in the region), this evaluation recommends not to draw direct conclusions from that number, since it only includes the group code 2309, and it is not consistent with what was reported by the companies interviewed. They declared having increased their foreign trade operations in that period, which is also consistent with what was informed by regulatory officers who reported strong increases in FSC delivery, which is precisely the key document that reflects foreign trade flows.

#### **Market access:**

Despite the above, from the interviews, there was unanimous opinion that the project was successful in improving sanitary processes and tools that greatly facilitated production and trade between countries. The industry reports that the production of animal feed products has grown from about 130 million tons in 2015 to over 180 million tons in 2019. Stakeholders described numerous actions that had a direct effect on reducing costs and facilitating foreign trade. Among the most frequently mentioned are:

- The harmonization of labeling and the elaboration of a standardized glossary of technical concepts had a clear and direct effect on reducing costs and increasing foreign trade of companies from all countries. All interviewees described that a huge percentage of international trade operations of Animal Feed products among Latin American countries suffered withholding or rejection (with large costs) because of administrative problems related to documents. Main problems were the differences in the concepts and texts of certificates issued by the exporting country and the one requested by the importing country. Even the products were technically adequate, there were differences in the meaning of some technical concepts and sometime differences in the local words used in certificates, making them not comparable and not valid. The elaboration of a common glossary of concepts immediately solved all language problems.
- The recognition of official GMP accreditation methods allowed opening access to export products to Brazil and other countries, which previously could not be accepted due to lack of said recognition agreement.
- The standardization and dissemination regarding the registration requirements of products in other countries made it possible to facilitate, accelerate and give certainty to the process, which led to a growth of registrations in all countries. A good **example** of the direct impact

- of the project is the case of Bolivia, where a registration previously could take 2 to 3 months, and now it can take 3 days.
- The network communication promoted by the project between government services generated an efficient mechanism to solve very quickly an operational problem of any shipment traded between the countries. According to various opinions, prior to the project, any problem of this type needed between 2 to 4 weeks to be solved. After this network of officers was established, the solution was always reached in 1 or 2 days. In addition, the number of trade problems faced decreased sharply (for example Mexico reported that before the project about 30% of imports had some withholding or rejection due to document inconsistencies, and after the project they were below 5%).
  - The harmonization of FSC (expiration date) completely solved the common problem of exported loads being rejected at destination as previously this certificate had very short durations and lost validity in the middle of the international trade process.

Did the project made any difference in raising awareness on harmonizing trade regulations for products related to animal feed and/or mobilizing additional resources for that sanitary capacity.

The main purpose of the STDF/PG/345 project was to seek solutions for the need to harmonize sanitary regulations that were causing unnecessary difficulties to the animal feed trade. It correctly focused on improving the design of these regulations and increasing awareness, both in the public and private sectors.

What was indicated in the final logical framework was verified, which stated that 100% of the countries were able to agree on equivalences for 4 regulatory instruments (although the Certificate of Origin instrument was not necessary to carry out harmonization since it is a document that the countries do not use nowadays). The role of the project was to carry out diagnosis, coordinate the prioritization of procedures and instruments that should be worked on with greater urgency, coordinate the comparative analysis of the situation in the countries, coordinate the work of developing solutions, and finally validate these solutions.

The Project effectively **increased the relative importance of the animal feed topic and made it more visible** in some of the beneficiary countries. For example, in Paraguay, Ecuador and Bolivia governments strengthened the structures in charge of the subject, increased their staffing, and generated specific regulations on registration and control. Most of the other countries accelerated the modification of their standards to update them and align safety and quality requirements with worldwide standards. For example, Bolivia and Paraguay had general regulations on the registration of food and medicines for animals before the project and they were transformed into specific regulations on animal feed in 2019 when GMP was included. Peru, Costa Rica and Mexico had regulations on GMP before the project, but the implementation criteria and procedures were modified after learning about the practical experiences of other countries. Another example was Ecuador which implemented official certification of GMP for animal feed in 2018, and Chile, which accelerated the update of the animal feed law, issuing a new version in 2016.

Additionally, most of the officers agreed that the project allowed for the training of personnel to help them understand that the inspection and government control should focus on risks instead of only administrative details. At the level of companies and private associations, the interviewees also

indicated that the project helped them to change their strategic focus from a purely commercial one to another where quality and safety is the central axis.

## 4.5. Sustainability

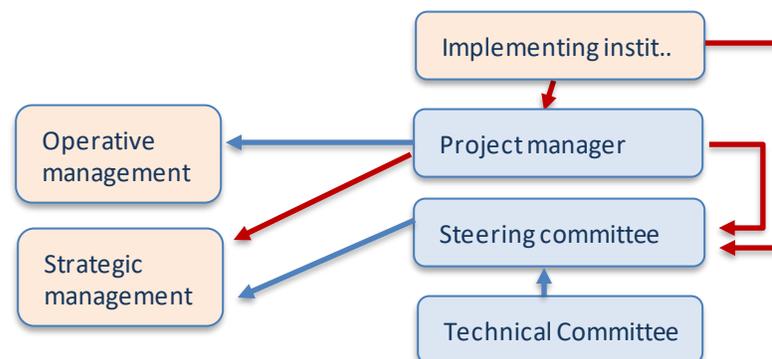
Based on the evaluation findings, the sustainability of the project is considered only partially successful. Some outcomes of the project last until today: some public – private coordination based on personal networking to solve problems that occur with shipments traded between the 10 beneficiary countries; and the four regulations agreed under the project were adopted and are still in place.

However, the final project report indicates that a "sustainability strategy" with a detailed budget and a two-year work plan after project completion was developed and approved by all the countries and the other organizations/institutions involved (Indicator 2 of Outcome 1, Indicator 2 and activity 1.7 of Result 1). It was expected that this task was carried out by the implementing partner (Feedlatina). The reality is different as this did not happen and after project completion the public – private coordination was not institutionalized, no additional regulations were developed/harmonized at the regional level and no further large-scale training programs were conducted.

### What are the major factors which influenced sustainability of the project?

The evaluation, based on the reports and interviews, concludes that the main factors that affected sustainability are the following:

- The planned management structure concentrated too much power on strategic decisions in the implementing institution and less in the steering committee** (Despite being a multi stakeholder and multi countries project): According to the original planning, the steering committee would be the body in charge of making strategic decisions for the project. However, it was also defined that the strategic management would be performed together with the Project manager. In the structure, the leader of the implementing institution (president of Feedlatina PA) would have a seat in the steering committee, same as the project manager (who was an employee of Feedlatina PA at the same time).



**Performance of the steering committee:** In practice, the steering committee performed an efficient role on issues related to technical matters, supervising administrative facts and defining agendas in accordance with the originally designated tasks described in point 2.2.

However, at late stages of the project, the structure and functions of this committee showed a weakness regarding sustainability. When the time came to decide on the continuity of the project, the committee members analyzed and gave opinions on different alternatives, but the evidence shows that they had little influence on the final strategic decision. The strategic decisions on resources and sustainability were clearly concentrated in the implementing institution.

**Role of International organizations:** According to the original documents, the international organizations (FAO, OIE, IICA) were invited to the project to provide technical advice. It was additionally defined that they would each have a seat on the steering committee. These organizations actively participated in the project implementation by carrying out the technical activities assigned to them with right efficacy.

Despite being a member of the steering committee, these organizations had only capacity to propose strategic alternatives for continuity but not enough authority to make decisions related to the implementation of one of those alternatives. Examples include the offer made by OIE at the end of the project to incorporate it inside the active program devoted to veterinary drugs, or the offer made by IICA to keep carrying out the project's training program after the closing date. The suggestions made by the international partners involved in the organizations, in the last months of the project, were not taken into account by the top managing team which created issues for the continuation of some project activities and sustainability.

- **Non formalized commitment of the implementing partner to continue building on the project's achievements after it ended:** Most of the project assumptions about future sustainability were related to financial issues to ensure continuity of activities, however changes in priorities of the project implementing partner were not foreseen.

For internal organizational reasons, Feedlatina PA clearly lowered its priority in keeping the working schedule of the CTM when the project ended, ceased to exercise the role of central coordination of activities, and at the same time the Project Manager withdrew. This absence of institutional and personal leadership led to the loss of the ability to convene and organize the implementation of post project activities (despite the plans and participation of countries had been duly formalized). As Feedlatina PA was the entity that presented the project to the STDF and always showed a total commitment on the topics, its change of priorities right at the end of the project completion was apparently not considered a probable risk and therefore no measures were implemented to mitigate it.

- **Late analysis on how to keep the momentum created by the project:** It was verified in the last semester of the project that correct actions were carried out to try to ensure the continuation of the functioning of the Technical Committee after project completion.

Actions included proposing a strategy and action plan for future work, obtaining letters of commitment from each veterinary service and international organizations to continue supporting the activities, and making a request for financial support from an international organization (IDB). However, none of these plans were implemented after the end of the project. In the final stages of the project, alternatives from international organizations were offered to host and manage post-project activities, but these alternatives were not retained, deciding to keep them exclusively in the original project implementing partner. Discussed options were to transform the CTM in an independent organization sponsored by IDB funds (a small project was quickly presented to IDB which was finally not approved); to keep operation of CTM hosted by OIE as part of CAMEVET program (option not accepted by managing team); or keep to the CTM hosted in Feedlatina PA.

The effort to find ways to give continuity to the momentum created by the project was excessively concentrated on obtaining financial resources, rather than on ensuring a base institution to coordinate activities, or to identify and agree different working methods that would allow for the implementation of activities without a high need for funds. For example, funding could have been critical for the continuation of the project if the frequent face-to-face meetings were to be maintained, however at that time other methods could have been explored. For example, the two key activities (harmonization work of sanitary trade procedures and specialized training) could have been continued by using a basic coordination and holding online meetings (that the project was already using in that time), and also by using the support offered by IICA to keep the training system working free of charge after the end of the project. In fact, IICA still keeps the training platform active, and carries out the courses (quality in animal feed production) in some exceptional cases upon demand of some countries.

According to a large part of the interviewees, the high willingness to collaborate and the commitment that was generated among all the actors, could have made possible to ensure that the activities continued to be implemented with less costly mechanisms. For example, to continue delivering online training was offered by IICA at no cost, however IICA received no further requests from Feedlatina PA to organize these trainings. Similarly, the tasks of analysis and drafting of regulatory harmonization could have also been kept active in different low-cost formats.

#### To what extent will the benefits of the project continue after the end of STDF funding?

There is a consensus that the benefits of the network created between the public-private actors of the countries have been somehow maintained, but they have gradually weakened given that the original participants have changed while some retired. In any case, this network keeps solving foreign trade operational problems that arise. Regarding the institutional strength of private organizations, Feedlatina PA remains a solid organization and its institutional link with FAO and OIE remains active to date.

The four harmonized tools (including the glossary of concepts) described in Table 2, have had a great effect in facilitating trade, and these benefits are still seen nowadays.

In order to update information on regulations (although with much less intensity than during the implementation stage of the project), in 2019 and 2020, Feedlatina PA carried out some initiatives to maintain the link with some regulatory officers that were part of the project. Two years after the project, it also began to implement a plan to study new regional harmonization proposals, following a different method. A working group of this private association studies and elaborates the proposals that will later be delivered to the officers who voluntarily want to participate in their analysis and agreement. The opinions of the interviewees on this method are divided. Some believe that submitting an analysis and pre-studied proposals is a good input to accelerate the harmonization work, while others consider that these proposals might be incomplete compared to those prepared by the officers themselves, since public representatives also analyze the legal, financial and operational feasibility of each element of a proposal in the context of the agreement-building process.

The activities described above are completely linked to what the STDF/PG/345 project delivered as results, so to some extent they suggest that some sustainability was reached anyway.

Regarding the training activities, the benefits of generating greater technical capacity in a cross-cutting way stopped completely at the end of the project. Based on the fast and clear impact of the training program, it is surprising that efforts on this issue were not sustained.

#### Do the recipients of the project have the necessary capacity to sustain the results?

The evaluation carried out allows to affirm that the great majority of the countries' government organizations were strengthened or had already developed an adequate institutional capacity enabling them to sustain the achievements related to regulations and harmonization.

Feedlatina PA also achieved more robustness during the project and expanded its coordination and management capabilities.

#### Was sustainability adequately considered in the project design phase and throughout the project? (particularly follow-up activities, scaling up and dissemination of results).

Given the project information, sustainability was not adequately considered in the project design phase. All the definitions made in the planning regarding sustainability referred to obtaining financial resources for post-project operations, thereby implicitly assuming that Feedlatina PA would be the base institution for future operations.

The search for an organizational formula to ensure sustainability only began in the last semester of implementation. As described in point "factors that influence sustainability", several models were analyzed by the CTM, but none of them was clearly decided so the project lost its expected sustainability.

During the project's implementation, enough dissemination activities were carried out, including a complete webpage (making publicly available the information produced), newsletter distributed to

a stakeholder's database, direct dissemination during technical meetings implemented in the countries, and during the participation in international fora.

What follow-up activities, if any, are planned and/or required to sustain these results over time?

When the project ended, the failure in sustainability did not affect the permanence of the products already in operation (e.g. 4 harmonized tools), but it did affect the objective of maintaining liaison between stakeholders to work collaboratively in building additional improvements of regulations.

Considering this reality, some follow up would be suggested in order to keep results beyond the project time:

- To Implement a mechanism of knowledge sharing and permanent contact between the representatives of the institutions involved, with an agenda of technical issues to be analyzed collectively
- To Discuss in this network of representatives, an agenda of regulatory issues that can be progressively improved and determine a work plan for this purpose
- To maintain active the methods and tools for distance training, with a less large-scale but permanent program.

## 5. Conclusions and recommendations

The main conclusions that can be drawn from this evaluation are:

- The project made a significant contribution to facilitate trade of animal feed products, since it built permanent solutions to the most critical problems related to disharmonized specific sanitary regulations. Trade was increased and new commercial opportunities arose for companies from beneficiary countries, including SMEs. After the project, the estimated total production in Latin America has grown to 180.000 million tons representing 18% of the world's production (Feedlatina PA, 2019)
- This initiative also contributed to improve safety of produced and traded products, as it developed a large-scale training program on quality matters which, in turn, showed a positive impact in personal and institutional practices of beneficiaries.
- The implementation was efficient in the use of financial resources and time, despite it required one additional year to accomplish all programmed activities. In opinion of this evaluator, original timeframe was apparently calculated in not realistic terms since the magnitude of efforts for a regional and multi stakeholders project is clearly more demanding than the proposed period (3 years). It also generated remarkable commitment from all stakeholders, who created a useful institutional and personal regional network to maintain permanent collaboration and useful problem- solving communications.

- Sustainability was the project's weakest point. Even if the products created during the project ensured operative continuity to date, all the other activities that had been identified as planned for future, were practically all stopped after the end of STDF financial support.
- The project implemented an innovative management model where a private producer's association was the exclusive execution institution, and other relevant public, private and international organizations participated in a steering committee and a technical committee. According to evaluation findings, this model is totally feasible for projects similar to the one evaluated, and it showed strengths with respect to developing high effectiveness and efficiency in achieving the objectives and producing planned outcomes. On the other hand, this model also showed the weakness of giving excessive influence and decision to the implementing institution, so whatever organizational change in that institution could impact negatively on the project (which is what happened regarding the continuity of the project).

Below there are some recommendations to move forward with the work done by the Feedlatina project:

**a).- Recommendations for national regulatory authorities from the project's beneficiary countries**

- **To pick-up and re-start coordinated regional work**  
The project produced practical networking among officers from the different countries that is still functioning without the need of a central coordinator. This network and the widespread use of online meeting systems would easily allow officers to meet regularly to discuss common issues and share information about the most frequent problems regarding sanitary regulation. In this manner, a self-coordinated discussion group could be implemented aiming to study and agree on solutions. Once this group is formed, other Latin American countries could easily be invited to participate.

One efficient way of ensuring a quick re-start of the collaborative work among countries is that one country or a group of countries present this idea in a regional meeting of the government Veterinary Services' heads, like for example the annual OIE's meeting for the Americas. In that place an official support/sponsor can be asked to OIE and governments to re-build the working committee of regulatory officers and define a simple working agenda.

- **To implement working plans for the improvement of national regulations based on the diagnostic studies of the Project:** During the project, studies were carried out on the status of all the procedures and tools involved in the foreign trade of animal feed. Most of them could not be improved by agreements between countries, since they had a legal framework that required national discussion and modification terms longer than the project.

These studies are inputs of information that can be taken by the countries as a basis for the internal plans of adjustments to regulations. In this way, a realistic timetable for adjustments could be established and initiated by each country.

- **To analyze the possibility of making training courses in feed and food safety and quality compulsory for professionals from private companies:** The impact of large-scale training

courses in quality assurance systems was remarkably high not only for professionals who participated in them, but also for companies which started improving production and quality standards. As this objective is worthy for countries, it would be advisable to analyze and implement the idea given by several of the interviewees (both from public and private sectors) who suggested assessing mechanisms to request that courses on animal feed quality for production managers from private companies, were mandatory. This mechanism has been successfully used by official veterinary services in several countries to promote better practices in quality issues, or animal welfare, so the feasibility of the idea is real. A measure like this was also supported by several of the private representatives especially considering that courses could be free of charge.

#### **b).- Recommendations for Feedlatina and international organizations present in the region**

Even though the project finished almost 3 years ago, this evaluation identified that most of institutions' key representatives are still in their positions and they still have clear idea of the importance and potential of a collaborative regional work on animal feed. Based on that, it could be feasible to re-connect countries with the original international partners.

- **For FEEDLATINA PA: To reactivate coordination with international organizations and countries**

Feedlatina PA is making efforts in drafting proposals of regulations and inviting some officers from countries to analyze them. However, according to the evaluator's experience in many regional working groups, it can be foreseen that this private association might not be likely to succeed in this objective. The normal way in which public regulators introduce improvements to standards, procedures and tools, is by analyzing the issues themselves and receiving opinions and feedback from interested parties, rather than accepting proposals of new versions elaborated by the private sector. Public regulators know better the legal, practical and financial feasibility of every detail of the regulation, so the fundamental task of redesigning one cannot be delegated to institutions other than public ones.

For that reason, it is recommended to re-connect with international organizations and countries in order to find a proper way of building a permanent public and private collaborative group where the working agenda can be defined by stakeholders. Regarding the harmonization work, public officers should be the ones taking the leadership in defining the workplans.

**For OIE or IICA:** Regardless of FEEDLATINA PA's decision about a reactivation plan, OIE and IICA could assess the possibility of generating a program that brings together representatives of regulatory agencies in the field of animal feed, to continue the collaborative work of improving and harmonizing regulations started in the project. It is difficult for countries to convene themselves to such a task, so it would be advisable for these international organizations to invite technical regulators from the governments to form again a permanent group to study the improvement of norms on animal feed. There is available information about the state of regulations in each country, and also some know-how on the effective way of conducting this task, so results should be reached in a relatively easy way. These International organizations can provide sponsorship and support

for its operation given that they have experience in advising and supporting the search of funds for an initiative like this from international cooperation institutions.

IICA could reconnect with this group of country officers in order to promote and use again the important training program, Public officers were the coordination focal points for training activities during the project, so they have the capacity and experience to develop those tasks

### c).- Recommendations for future similar projects

- **New objective to include in Planning stages: Consider networking as a goal itself for practical facilitation of trade operational issues**

One of the most relevant effects of the project on trade facilitation was the high capacity of the network created to help solving operational problems of international trade because of sanitary reasons. The trust and bond that was achieved between the regulatory officers, allowed solving problems of shipments withheld in a few hours, which before the project needed weeks to solve. However, this situation occurred naturally as it was not among the original objectives of the project. It is recommended to explicitly incorporate this result as part of the outcomes of future similar projects.

- **Recommendation of project component: Training**

#### **To ensure an early implementation of the training programs within the project period:**

Large-scale training activities normally produce human skills and also positive and supportive attitude towards a project. The evaluation of the training activities of the Feedlatina project showed a huge real impact and the unanimous opinion that even more results could have been reached if more courses had been implemented. The training program was fully implemented although later than planned (during the last term of the project), which made impossible to have more additional training courses.

For this reason, is highly advisable to bring forward the start of training programs in projects' schedule during the planning stage. By doing this, if a high impact is observed with the first training actions, it will be easier to reorder or obtain additional resources to increase such actions in the following months.

#### **To evaluate the capacity of beneficiaries to participate in training before implementing training programs:**

Project planning should include a diagnosis of the beneficiaries' capacities to use technological training methods as well as their capacities to meet the level of demand of the study program. In addition, during the planning period the adequate timing to implement trainings should be identified. With this, a high impact of the resources invested in this area is ensured.

- **Recommendations on the project implementation model:**

#### **Reinforce the stability of the implementing agency:**

The implementation model delegated exclusively to a private association showed very positive effects in increasing efficiency and effectiveness, but it also made the project potentially fragile

in its sustainability. It would be recommended to revise the model, maintaining the participation of private associations as implementing partner, but adding some mechanism to mitigate the risk described above. For example, co-implementation with an international organization that provides institutional strength and stability, or the agreement to transfer the leadership of the project to a backup organization when the private implementing institution suffers some problem that could affect continuity of activities.

**To Formalize commitment of the implementing institution to the sustainability of the project:**

In order to avoid future misunderstandings, it would be recommended to require in the original project, a formal commitment from the implementing institution, that it will build on the activities implemented after the project ends. If the institution is not able to make this formal commitment, alternatively it should declare the exact moment in which the implementing institution will leave the coordination and leading tasks.

**To ensure that the proposed project management structure balances well the participation of stakeholders in strategic decisions**

Although there may be different management models for project decision making, there are some recommendations that can be given based on the experience of the STDF/PG/345 project that had a private association as implementing institution and multiple stakeholders.

It is suggested to make a deep analysis of project proposals, particularly on the design of the management structure in order to identify unbalances in spaces for strategic decisions making. The project management arrangements should be well thought out in the context of the organizations involved, context, organizational capacity and culture. Those arrangements should be fully clear, feasible and practical, and also ensure enough decision capacity of steering committee over the Project Manager and over the managing board of the implementing private organization.

- **Recommendation for implementation stages: Actions to avoid relying on individuals' willingness and to encourage a more institutional participation instead.**

Establishing work with middle managers representatives from national organizations ensures technical capacity, greater stability (these are professionals with less turnover), but with limited institutional and financial decision-making capacity. It is recommended that future similar projects implement activities to keep the top managers of these national organizations informed and interested in the project with the purpose of ensuring their support to technical representatives. These activities would be more effective if they are carried out by the international partner organizations, and if they are carried out on their regular meetings where these top managers normally participate.

- **Recommendation for Closing stages: Activities focused on ensuring project sustainability**

According to what was mentioned by participants, the last session of the technical committee basically presented performance figures, results and information on the alternatives for the continuity of the project. After that, no further communications were shared, so the members never had information on the final closure situation.

After the end of the project, there were several key activities that could have been implemented at no cost however, due to the lack of that final meeting, beneficiaries had no chances to analyze them and participatively decide some simple mechanisms to ensure their continuation. Based on that situation, it is recommended that future projects have a mandatory general closing meeting once all the continuity information is available, in order to identify final measures to give continuity to the efforts and results.

- **Recommendation on Good Regulatory Practices<sup>9</sup>**

Even if the Feedlatina project ended just a month before the GRP discussions were held at the STDF, the project can be considered already as a first step in the right direction as its main objective was precisely to promote regulatory coherence in the animal feed sector in Latin America, establishing different channels to consult the private sector in the process of creating and adjusting regulations.

Stakeholders who will revive this topic in the region should base their new regulatory harmonization efforts in the now available GRP best practices and examples, in order to ensure that further regulations in the animal feed area are "fit for purpose" and that the creation of non-tariff barriers is avoided. This in order to strengthen the effectiveness of regulatory interventions, improve compliance with international standards and the WTO SPS Agreement, and ensure health protection while facilitating trade.

## 6. Main lessons learned

The main lesson learned from the project are described below. These learnings are useful for the analysis of participating institutions, implementing institutions, international support agencies and donor agencies.

What lessons can be learned from the project regarding the process of project design and implementation?

- The leadership of the implementing partner of a project, as well as the leadership of its management team are critical issues to achieve high effectiveness in the implementation. For that, the implementing partner must demonstrate having the skills to foster integration of participants around common objectives, and to foster collaboration between them.
- The public and private sectors had different views regarding objectives and priorities for the project. However, the initial dialogue process that took place one year before the project was well conducted and common objectives were agreed by all stakeholders. In the project design stage, this public-private group agreed on the objectives, scope, and expected results, having a

<sup>9</sup> In March 2017, the STDF Working Group discussed a concept note on the use of Good Regulatory Practices (GRPs) to support the development and implementation of SPS measures. Good regulatory practices are defined as internationally recognized processes, systems, tools and methods to improve the quality of regulations and ensure that regulatory outcomes are effective, transparent, inclusive and sustained (World Bank, 2015).

common cross cutting purpose (in this case, to improve sanitary regulations to facilitate regional trade and improve quality and safety of products)

- Regarding the operating model, it was demonstrated that it is totally feasible to delegate the implementation of a multilateral project exclusively to a private entity (association) that has shown high interest in some relevant sanitary matter. According to comments of officers that had participated in other multilateral regional projects, and also according the experience of this evaluator, this working method would have the apparent benefit that the implementation of activities was carried out with greater efficiency and agility than similar projects implemented by international organizations. In this case, Feedlatina PA invested all its human and financial efforts in successfully implementing the project, which is very valuable. The latter refers to the project implementation period with the management and implementation team of that time.
- However, the project's operating model (exclusive implementation delegated to a private entity - association) also showed an unexpected risk referring to the fact that the implementing agency itself may have some organizational stumble or directly decide a change in priorities. This affects the implementation of activities during or after the project period. An internal management crisis or a change in the strategic vision in a private organization can happen (particularly in those relatively young) strongly affecting or stopping the project that is being implemented. If the continuity of post-project activities is entrusted to the same entity, sustainability is completely affected, and a large part of the results achieved can be lost.
- Before implementing a large-scale training initiative in different countries, it is necessary to carry out a study of the contexts and IT capacities of each one of them. This will allow achieving greater effectiveness and efficiency of the resources invested. This refers to the technological capacity of the use of information technologies, and the most optimal timing for the implementation of activities. In the case of the project, finally 50% of the effort was lost (only 1 of each 2 professionals registered in some course completed it successfully).
- In order to achieve highly fruitful working networks among the project stakeholders, it is important to strengthen the bonds of collaboration and personal trust between the representatives of the institutions. However, the relationship should not be exclusively focused on a personal dimension, but should be institutionalized, since these people can cease to be representatives at any time and the work relationship is lost (especially in government bodies where there is high turnover of executives).
- The expected sustainability must be studied well in earlier stages before the end of the project. Additionally, not only the level of willingness of the participants to continue with the planned work must be analyzed, but also the strength and institutional maturity of the implementing partner that will lead the coordination of the activities in the future.

What actions have been taken by the beneficiary, STDF partnership or others to disseminate, learn and follow-up on the outcomes of the project?

Feedlatina PA adequately disseminated the project implementation model and its results in various electronic media, during the large training sessions and other technical meetings. Presentations were also made at different international seminars where the implementing partner was invited to participate, and the information collected shows that they are still doing so in the post-project stage.

Beneficiaries lost the permanent contact and coordination they had when a workplan that included dissemination activities in each country existed (i.e. during the project implementation). They did not significantly develop further dissemination and follow-up actions on outcomes. In countries where active animal feed associations exist, these organizations have carried out some degree of monitoring of the outcomes as a result of the work that has been maintained with the national regulatory officers (example: Argentina, Uruguay, Brazil and Mexico).

How methodology and/or training materials for technical capacity building are being used in other countries.

Regarding training activities, IICA has continued to run courses under the same online platform, as an offer open to any country and institution. Since project work with IICA was paused, training was not maintained with the 10 beneficiary countries, and current users of the courses are mainly from other Central American countries.

Some associations (for example Argentina or Uruguay) have sporadically used the GMP manual generated for training in the project, for some internal dissemination actions.

## ANNEX 1

### Main revised and analyzed documents

- Project presented to STDF in its preliminary and final versions approved.
- Minutes of the STDF working group that the project approved.
- Initial and final project reports.
- Monitoring matrix in its initial, advance, and final versions.
- Semiannual activity and financial reports of the project.
- Result report of FEEDLATINA project's technical capacity training program
- Academic programs and participant list of project's technical capacity training courses
- Production and international market analysis of animal feed in participant countries (Annex 9.4.4.4 Final project report)
- Base line study 2014 and final line study 2018, Feedlatina PA
- Animal feed production assessment, Feedlatina PA, version 2013.
- Animal feed markets assessment, Feedlatina PA, version 2020
- Action plan proposed by the Technical committee (Annex 3 Final project report)
- All Specific reports for each harmonized instrument or process worked in the project
- All advance and final financial reports of the project
- Outreach materials shared by country officers.
- External relevant information on related issues such as international trade and global regulations.
- OIE terrestrial code, Chapters 6.2; 6.4, Strategy for PPP
- Institutional documents published in Feedlatina PA's webpage
- Institutional documents published in all national Veterinary Services webpages

## ANNEX 2

### Key stakeholders interviewed

#### Management of the project

	Name	Country	Organization position	Role
1	Mrs Flavia de Castro	Brazil	Feedlatina (Project)	Former executive manager Feedlatina Project
2	Mr Cristian Moscoso	Chile	Feedlatina (Project)	Former professional in charge of monitoring and evaluation
3	Mr. Pablo Aspiroz	Uruguay	Feedlatina, President	Former Director Uruguayan Association Animal Feed (AUDINA)
4	Mrs Patricia Vecino	Uruguay	Feedlatina, Administrative manager	

#### Representatives from national regulatory authorities

	Name	Country	Organization	Role
5	Mr Roberto Minetti	Argentina	SENASA	Former Chief of Animal Feed Unit SENASA during the project period
6	Mrs Fernanda Tucci	Brasil	MAPA, Chief of veterinary drugs control unit	Former Chief of Animal Feed Unit MAPA during the project period
7	Mrs Evelyn Salomon	Bolivia	SENASAG, Animal supply registration area	National coordinator of animal feed registrations
8	Mr Juan García	Bolivia	Private company in animal feed areal	Former Chief of Animal Feed Unit SENASAG during the project period
9	Mr. Miguel Peña	Chile	SAG	Chief Dept. Animal supply control during the project period and now.
10	Mrs Monica Contreras	Chile	SAG	Chief of Animal feed unit SAG during the project period and now.
11	Mr. Mauricio Nájera	Costa Rica	SENASA	Former Chief of Animal Feed Unit SENASA during the project period
12	Mrs: Verónica Villareal	Ecuador	Agrocalidad,	Chief Animal feed registration dept.
13	Mrs. Virginia Lima	Paraguay	SENACSA	Current Chief in Direction for control of Animal feed
14	Mrs Mercedes Flores	Perú	SENASA	Former Chief of Animal Feed Unit SENASA during the project period
15	Mr. Daniel Cabella	Uruguay	MGAP	Former chief of Dept Animal feed in the project's period and now
16	Mrs Aura Pulido	Colombia	ICA	Chief of Veterinary medicines and animal Feed Department during the Project period and now

**Representatives from private companies or associations**

	Name	Country	Organization	Role
16	Mr Luis Rangel	Brasil	Company APC: President	Former member of the board of Feedlatina PA during project
17	Mr. Marcel Joineau,	Brasil	MPEXTRACO	Former member of the board of Feedlatina PA during project and now
18	Mr. Francisco Schang	Argentina	CAENA - Cámara Argentina de Empresas de Nutrición Animal,	Former representative of Mexican animal feed association
19	Mr Genaro Bernal,	Mexico	CONAFAB - Consejo Nacional de Fabricantes de Alimentos Balanceados y de la Nutrición Animal	Former representative of Mexican animal feed association
20	Mr. Mauricio Fernandez	Chile	Association of meat exporters	Technical representative of Chilean a animal companies during the project

**Representatives from international organizations**

	Name	Country	Organization	Role
21	Mrs Ana Marisa Cordero:	Costa Rica	IICA. Program manager (animal health and food safety)	main supporter and organizer of training area in the Project
22	Mrs Daniela Battaglia	Italia	FAO, Livestock production officer	Representative of FAO during the project's period
23	Mr Martin Minassian	Argentina	OIE, Technical assistant	Gave technical support during project's period.
24	Mr Luis Barcos	Argentina	OIE, Representative for the Americas	OIE Representative during the project's period

## ANNEX 3

### Referential list of questions for interviews

#### Relevance

1. Was the project a right answer to the animal feed sanitary-related needs of the beneficiary, particularly by facilitating regional flows of trade for this kind of products?
2. Was the project a right answer for improving quality and safety of products internationally traded by beneficiary countries?
3. What was the value added of this project, compared to other support programmes?
4. How Local context and stakeholders were taken into account in the design and implementation of the project?
5. Is there any cases of significant difference between assumed context at design stage and real context during implementation?

#### Effectiveness

6. To what extent was the objective of developing coordination and liaison between public and private actors related to animal feed in the region achieved?
7. To what extent was the objective of developing harmonized regulations in the region achieved?
8. To what extent was the objective of strengthening the technical capacity of public and private actors achieved?
9. What were the major factors influencing the achievement or non-achievement of the project objectives, outcomes and outputs?

#### Efficiency

10. Were the activities and outputs delivered according to the project document (i.e. on time and within the budget)?
11. Was there activities that should have received more budget or technical support to get higher results or more coverage?
12. Was the project a cost-effective contribution to addressing the needs of the beneficiary?
13. How the risk of insufficient political stability of countries or institutions was managed?
14. How the risk of governments' unwillingness to harmonize regulations was managed?
15. How the risk of low commitment of international partners was managed?

#### Impact

16. To what extent did the project contribute to objectives such as: measurable impact on market access, improved domestic and regional sanitary situations, poverty reduction?
17. What was the role of the project in raising awareness on harmonizing trade regulations for products related to animal feed and/or mobilising additional resources for that sanitary capacity?
18. Did the Project produce a higher relevance to the animal feed subject within the public and private organizations?

#### Sustainability

19. To what extent will the benefits of the project continue after the end of STDF funding?
20. Do the recipients of the project have the necessary capacity to sustain the results?
21. What are the major factors which influenced sustainability of the project?

### Cross cutting issues

#### Gender:

22. Was gender equality a variable adequately managed at organizing decision makers during the implementation of participants in training activities?
23. Is there any contribution of Project to gender equality (specially employment for women)? (e.g. verification and control tasks when the areas of GMP and Quality assurance systems are developed)

#### Inclusiveness:

24. To what extent the Project contributed to a higher participation of small and medium size feed companies in the international trade (directly or indirectly)

### Lessons learned

25. What lessons can be learned from the project regarding the process of project design and implementation?
26. What lessons can be learned from the project should be disseminated more widely?
27. What actions have been taken by the beneficiary, STDF partnership or others to disseminate, learn and follow-up on the outcomes of the project?
28. How methodology and/or training materials for technical capacity building are being used in other countries

## ANNEX 4

### Survey on efficacy of Project's training activities

### Evaluación expost Proyecto Feedlatina- (Capacitación)

Estimada/o: El proyecto Feedlatina se desarrolló entre 2014 y 2018 con apoyo de la OMC, y unas de sus actividades claves fueron cursos de capacitación online en temas técnicos para los 10 países participantes. Ahora la OMC está realizando una evaluación ex post de la actividad, para obtener lecciones que ayuden a mejorar futuros proyectos. Pedimos su colaboración respondiendo esta simple encuesta de 7 preguntas (3 minutos en total) sobre el o los cursos de capacitación específicos donde usted participó. Le rogamos responder la encuesta antes del 8 de Enero 2021. (Consultor STDF-OMC a cargo de la evaluación: Sr José Gomez, jigomez@keycom.cl; supervisión de este estudio: catalina.pulido@wto.org )

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Nombre de su País:
Short answer

¿Cuál curso de capacitación ofrecido por el Proyecto hizo usted? \*

Buenas Prácticas de Fabricación

APPCC (HACCP) // Contaminantes y Análisis Riesgo en alimentos animales

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Quando usted hizo el curso, ¿a qué tipo de organización pertenecía?: \*

Sector gobierno (regulador)

Empresa o asociación privada relacionada a alimentos animales

Otro tipo de organismo

---

ANTES de hacer el curso, el nivel de la gestión del tema "Calidad e inocuidad en producción de alimentos animales" en su organización era: \*

Básico (el tema del curso se tomaba poco en cuenta)

Promedio para el sector

Muy desarrollado

Califique cuánto conocimiento le aportó el curso a USTED como profesional: \*

Me aportó poco, porque el curso no era bueno

Me aportó Poco, porque yo ya tenía una buena base

Me aportó algunos conocimientos nuevos

Me aportó muchos conocimientos nuevos

---

Califique si los conocimientos aprendidos por usted tuvieron algún impacto EN SU ORGANIZACIÓN (ayudaron a fortalecer la gestión del tema) \*

Poca influencia (no hubo cambios en la organización)

Media influencia (algunos pocos cambios en la organización)

Mucha influencia (hubo cambios significativos en la organización)

Type of organization	%
Private company	53%
Officer SV	47%

Country	Response %
Argentina	12%
Brasil	12%
Chile	12%
Costa Rica	12%
Ecuador	12%
Perú	6%
Uruguay	35%
Bolivia	0%
Paraguay	0%
Mexico	0%

Type of organization	Only GMP	Only HACCP	Both Courses
Companies	11%	11%	78%
Government	63%	13%	25%
Whole group	35%	12%	53%

Did the course give you new knowledge as professional?

<b>Knowledge added</b>	<b>Company</b>	<b>Gov</b>	<b>Group</b>
Few knowledge	11%	25%	<b>18%</b>
Some médium knowledge	67%	50%	<b>59%</b>
A lot of new knowledge	22%	25%	<b>24%</b>

Did the new knowledge added have any impact on the performance of your organization?

<b>Impacto n Organization</b>	<b>Company</b>	<b>Gov</b>	<b>Group</b>
Low influence	0%	25%	<b>12%</b>
Medium influence	78%	50%	<b>65%</b>
A lot of influence	22%	25%	<b>24%</b>

## ANNEX 5

### Beneficiary countries and organizations participating in the project

Country	Type	Organization
Argentina	Internac	Agriculture and Consumer Protection Department, FAO (Roma Office)
	Internac	Programa de Sanidad Agropecuaria e Inocuidad de Alimentos, IICA (Costa Rica Office)
	Internac	OIE (Latin America Office)
	Public	Servicio Nacional de Sanidad y Calidad Agroalimentaria
	Priv assoc	Cámara Argentina de Empresas de Nutrición Animal
	Priv company	BROWVER
	Priv company	PRENUT
	Priv company	GEPSA
	Priv company	ALIBA
	Priv company	ACARCOOP
	Priv company	CLADAN
	Priv company	INGREDION
	Priv company	CARGILL
	Priv company	METRIVE
	Priv company	BIOTAY
	Priv company	EFFEM
	Priv company	NUTRISER
	Priv company	APSANET
	Priv company	CERES
	Priv company	NESTLE
Brazil	Priv company	NUTRISUR
	Priv company	VETANCO
	Priv company	BIOFARMA
	Priv company	GEVEX
	Priv Assoc	APRIVET
	Public	Departamento de Fiscalização de Insumos Pecuários (DFIP. Ministério da Agricultura, Pecuária (MAPA)
	Priv Assoc	Sindicato Nacional da Indústria de Alimentação Anima
	Priv company	ADISSEO
	Priv company	CARGILL
	Priv company	DSM
	Priv company	IMPEXTRACO
	Priv company	NOVUS
	Priv company	POLINUTRI
	Priv company	APC
Chile	Priv company	BASF
	Priv company	QUIMTIA
	Priv company	AUSTENUTRI
	Priv company	NOVOSINT
	Public	División de Protección Pecuaria; Servicio Agrícola y Ganadero (SAG)
	Priv Assoc	Asociacion productores de aves y cerdos
	Priv company	CHAMPION
Priv company	IANSÁ	
Priv company	CAROZZI	

	Priv company	NESTLE
	Priv company	CENTROSUR
	Priv company	ROYALCANIN
	Priv company	GABRICA
	Priv company	LA ISLITA
	Priv company	EFFEM
Costa Rica	Public	Dirección de Alimentos para Animales; Servicio Nacional de Salud Animal (SENASA),
	Priv Assoc	CIAB
	Priv company	ALMOSI
	Priv company	GRANJA ROBLE ALTO
	Priv company	VYMISA
	Priv company	DOS PINOS
	Priv company	WALMART
	Priv company	FEEDNET
	Priv company	GRUPOSUR
	Priv company	BIOMAR
	Priv company	CONCENTRADOS APM
	Priv company	CARGILL
	Priv company	NUTEC
	Priv company	PROVEEDORA
	Priv company	VETIMSA
	Priv company	ALLTECH
	Priv company	MEGATROPICO
	Priv company	INOLASA
	Priv company	RACSA
Ecuador	Priv company	BELINA
	Public	AGROCALIDAD
	Priv company	AENSA
	Priv company	BIOALIMENTAR
	Priv company	ALBEX
	Priv company	QSINDUSTRIAL
	Priv company	CASA GRANDE
	Priv company	NUTRIMIXES
	Priv company	ADITMAQ
	Priv company	TADEC
	Priv company	AVITALSA
	Priv company	MOCHASA
	Priv company	SKRETTING
México	Public	Dirección de Servicios y Certificación Pecuaria; Dirección General de Salud Animal (SENASICA)
	Priv Assoc	Consejo Nacional de Fabricantes de Alimentos Balanceados y de la Nutrición Animal
	Priv company	NOVUSINT
	Priv company	GPONUtec
	Priv company	UVSAZOO
	Priv company	VIMIFOS
	Priv company	GRUMA
	Priv company	NUTRIENTES BASICOS LTD
	Priv company	TROUNUTRITION
	Priv company	GPONUtec
	Priv company	REGUVET
	Priv company	CRIO
	Priv company	LORGAM
	Priv company	PAHC
	Priv company	LUCTA
	Priv company	SABRO
	Priv company	CARGILL
	Priv company	KEKEN
	Priv company	NEOVIA
	Priv company	AGROMIT

Paraguay	Public	Coordinación de Registro y Control de Alimentos para Animales (SENACSA)
	Public	Instituto Nacional de Tecnología, Normalización y Metrología
	Priv company	DAVALOS
	Priv company	OLEAGINOSA
	Priv company	PECHUGON
	Priv company	TROCIUK
	Priv company	COOP BERGHTAL
Perú	Public	Subdirección de Inocuidad Agroalimentaria y Subd de Insumos Pecuarios; (SENASA)
	Priv company	GFS
	Priv company	ALLTECH
	Priv company	LLENERCOP
	Priv company	SAYON
	Priv company	COGORNO
	Priv company	MERETHFARM
	Priv company	IMPELSA
	Priv company	CARGILL
	Priv company	ALICORP
	Priv company	MOLITALIA
	Priv company	CONTILATIN
	Priv company	SANTA ELENA
	Priv company	EFFEM
	Priv company	MOLINDUSTRIAS
	Priv company	REDONDOS
	Priv company	MALTECH
	Priv company	CLARIANT
	Priv company	ESMERALDA CORP
	Priv company	DISAN
Priv company	DEPSA	
Priv company	MOLINO EL TRIUNFO	
Uruguay	Public	División de Inocuidad y Calidad de Alimentos, MGAP
	Private Assoc	Asociación de las Industrias de Alimentación Animal de América Lati (Feedlatina)
	Priv company	DUPONT
	Priv Assoc	Asociación Uruguaya de Industrias de Nutrición Animal
	Priv company	VERA
	Priv company	MANIVA
	Priv company	AGROFEED
	Priv company	DSM
	Priv company	NUTRISUR
	Priv company	NUTRIFEN
	Priv company	GERMINAR
	Priv company	AGROVAL
	Priv company	TIMACAGRO
	Priv company	INSALCOR
	Priv company	RINDE
	Priv company	AUPCIN
	Priv company	PROLESA
	Priv company	BIOTEC
	Priv company	SUPRA
	Priv company	COPAGRAN
	Priv company	CALPROSE
	Priv company	RACIONES CAMPERA
Priv company	NUTRAL	
Priv company	AGRO RINCON	
Priv company	ERRO	

## ANNEX 6

### Comparative analysis and harmonization work related to procedures for the Free Sale Certificate (FSC). Summary of the Annex Report 9.4.2.1 - Project's Final Report.

In the registration or authorization systems for imported products, the presentation of Free Sale Certificates is a fundamental requirement, since these documents state that both the manufacturer and the product are under the control of the authority of the country of origin. The information requested for these documents is variable and in most cases it was not regulated. Below is a description of the existing regulations in this area for different countries.

#### Initial situation:

<b>Argentina</b>	There are established procedures that indicate the steps to follow for the process and the certificate format. The validity granted for the certificates is one year.
<b>Bolivia</b>	Free Sale Certificates are issued for up to five products in the same document where the registration number and the type of destination of the product are placed. This document is valid for one year.
<b>Brazil</b>	Product Registration Certificates are issued which have the same function as Free Sale Certificates. In the case of products exempt from registration, there's also a possibility of issuing the document. There's no specific legislation for the issuance of Free Sale Certificates. In addition to the registration certificate, the Free Sale Certificate is issued for both registered and exempt products. The document contains the identification of the establishment and product data such as name, registration number, classification, target species and qualitative composition.
<b>Chile</b>	Free Sale Certificates are issued with a validity of two years. In these documents the manufacturing company and the qualitative composition of the products are identified. There's the possibility of issuing the document for it to be presented to the competent authority of a particular country or for the purposes that the company deems appropriate. Only one product is issued per document and an electronic signature is implemented.
<b>Costa Rica</b>	Documents are issued per product with a validity of one year. There is the possibility of incorporating more than one product per document since the subject is not legislated.
<b>Ecuador</b>	The documents are valid for one year, it is feasible to consider more than one product per document.
<b>México</b>	It is not an issue that is established in the current regulations, so what is indicated in the format and the information contained in the certificate is subject to modifications.

<b>Paraguay</b>	It is not an issue that is established in current regulations, therefore the format and the information contained in the certificate is subject to modifications. The model considers the product and establishment registration number.
<b>Peru</b>	Regulations is addressed to products imported from third countries. The Free Sale Certificate issued by the National Registration Authority of the origin country must be attached to the application of registration or renewal of the registration with a date of issue of no more than six (6) months prior to this application, or the official justification that explains why the product is not registered in the other country. It must individually specify the name of the product, presentation, target animal species, registration number, complete qualitative and quantitative formula and indications. The electronic signature of this document has been implemented.
<b>Uruguay</b>	It is not a subject that is regulated, therefore, the formats and the quantity of products per certificate may be modified. It's indicated in the formats the species of destination of the product. Original, official, apostilled or consularized certificates are requested in the event that the country does not have the apostille agreement.

### **Regulatory Harmonization achieved for the FSC**

In meetings developed throughout the project, this issue was discussed and the following equivalent model was agreed for all participating countries.

MODELO PROPUESTO Y ACEPTADO PARA EQUIVALENCIA POR LOS PAISES MIEMBROS	
CERTIFICADO DE VENDA LIVRE/CERTIFICADO DE LIBRE VENTA	
INFORMACIÓN QUE DE DECLARAR EN EL CVL	<p>CERTIFICO pelo presente, para fins de prova ou exigências do 1 que o(s) produto(s) abaixo descrito(s) 1´ fabricado(s) pela empresa 2, situada em 3 e registrada o autorizada no 4 Nro. 5 , é (são) fabricado(s), em conformidade com a Normativa 6 , tendo livre comércio no 7. / CERTIFICO por el presente 1 que el producto(s) descripto(s) abajo fabricado (s) por la empresa 2, situada en 3 y registrada o autorizada en 4 con el Nro.5 es (son) producido(s) en conformidad con la Normativa 6, y es (son) libremente comercializado en 7 .</p>
	<p>Nome comercial do produto /Nombre comercial del producto: Composição do produto/Composición del producto (*cualitativa):</p>
INFORMACIÓN ADICIONAL	<p><u>INFORMACIÓN ADICIONAL</u> 8 (*requisitos indispensables de certificación específicos de ciertos países – a presentar la exigencia como información en el verso del modelo )</p>
	<p>Número de registro produto /Número de registro del producto (en caso que corresponda): Classificação do produto/Clasificación del producto: Espécie(s) animal(is) a que se destina(m)/ Especie (s) animal(es) que se destina(n): Níveis de Garantia do produto/Composición garantizada del producto: Apresentação Comercial/Presentación comercial (capacidades del envase): Otras (serán levantadas las indispensables por país):</p>
INFORMACIÓN QUE DE DECLARAR EN EL CVL	<p>Local e data / Lugar y fecha: Aclaración del funcionario: Assinatura e carimbo / Firma y sello del funcionario:</p>
<p>Vigencia de aceptación desde emisión: 1 año</p>	
<p><b>Referencias:</b> 1 País destino. 1´ Razon social del titular del producto 2 Razón social del establecimiento elaborador del producto. 3 Dirección del establecimiento elaborador del producto. 4 Organismo Competente que corresponda. 5 Nro. de habilitación Oficial del establecimiento. 6 Referenciar la Normativa que corresponda según origen del producto. 7 País de origen del producto. 8 Información que se agrega por requerimientos del país destino.</p>	