

Chapter 20: Coordination and Partnerships

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Chapter 20: Coordination and Partnerships

In order to achieve the end goal of any programme, a network of partnerships is required. A forum together with leaders and champions from government, businesses, civil society and the community can help bring together the vision of a programme. Let us learn about how coordination and partnerships are achieved.

Eat Right India movement is one such programme that requires convergent action in order to translate unified, concrete actions to show results.

Coordination between Government Programs and Schemes

As per the Food Safety and Standards Act, 2006, it is expedient in the public interest that the Union should take under its control the food industry. This clause enables the Union to legislate on the subject matter in the public interest.

Taking the case of Eat Right India Movement, it requires multiple interventions targeting all parts of food value chain that span all levels of governance and include representation from a wide range of stakeholders. Designing a robust food system, thus, requires partnered approach with a coordinated action plan. Given that mandates of most of the ministries/departments relate to food in one way or another, '*whole of government approach*' is necessary. We must also be able to leverage synergies with various ongoing flagship programmes that directly or indirectly relate to food.

Convergence is the key for multi-sectoral programmes. The issues pertaining to food and nutrition, safety and hygiene are connected and require synergistic action involving all the major programmes in India.

Case Study: Eat Right India

FSSAI has launched 'The Eat Right India' movement to bring about social and behavioural change in diets whether people eat at home, at school, at workplace or when they eat out so as to prevent death and disease from unhealthy diets.

If Eat Right India has to scale up and sustain, consumer awareness and educational activities should be aligned and converged with established government programmes. Relevant programmes include the National Health Mission with renewed focus on wellness under 'Ayushman Bharat'; School Health Program; Integrated Child Development Services scheme for children under 6 years of age and their mothers; Mid-Day Meal (MDM) scheme for school children and Anaemia-Mukt Bharat.

For reaching the community through the grass-root functionaries an Eat Right Toolkit and online video courses on Food Safety and Nutrition have been developed for the frontline workers namely ANMs (Auxiliary Nurse Midwives), ASHAs (Accredited Social Health Activists), Anganwadi workers (supervisors for child care centres) and mid-day meal

supervisors. The toolkit is an interactive training module with a manual for training frontline health workers on key messages of eating safe, eating healthy and eating sustainably. This toolkit is being integrated with health and wellness centres under '*Ayushman Bharat*' to reach people at the grassroots level. An online course for frontline health workers has also been developed.

In addition, short and structured e-courses on food science and nutrition have also been developed for students, professionals and the general population to enhance their knowledge for professional and personal development. These courses include demonstrative and interesting training modules on various topics on food and nutrition at the basic and advanced levels. Participants can register online, take the courses at their own pace online and get themselves evaluated also online. This system allows these courses to be disseminated to a wide audience, quickly and conveniently.

Through 220,000 ANMs, 870,000 ASHAs workers under the Ministry of Health and Family Welfare and 12,93,000 Anganwadi Workers under the Ministry of Women and Child Development, very extensive reach of eat right messaging across the country is possible. Frontline workers can be trained to spread the Eat Right message for community education and outreach.

The Eat Right India movement is based on three pillars which align well with the various programs of Government of India. It envisages resolving various health issues with collaborative efforts from various stakeholders. For instance, special cleanliness drives in fruit and vegetable markets, street food vending areas in cities/towns could be jointly taken up under the Swachh Bharat Abhiyan. With Ayushman Bharat, as a part of preventive and promotive healthcare strategy, frontline health workers in the health and wellness centres could be trained on food safety and nutrition. The 'Eat Right Toolkit' and online courses would help empower the frontline workforce and able them to bring about change in the community. This could also be used for training of Anganwadi Workers under Poshan Abhiyan and complement their own training efforts. Promotion of fortified staples in safety-net programmes like ICDS, MDM and PDS is already part of stated policy of the government. This could be accelerated under Eat Right India. Together with Anaemia Mukta Bharat and the Poshan Abhiyaan, micronutrient malnutrition which is one of the major causes of lowered productivity can be addressed and rectified.

Jal Shakti Abhiyaan could have special focus on potable water supply in clusters of petty food vendors in places such as street food hubs, vegetable, fruit, meat markets. Recognizing these synergies and enabling cross-departmental collaboration would ensure a coherent approach to the food system.

The Eat Right India movement simplifies the fundamental truth, that safe and healthy food is at the heart of preventive and promotive healthcare. In order to create a sustainable culture and build trust the expected outcome is to promote personal responsibility of choosing the 'right foods'.

In accordance to the philosophy of Gandhiji, community mobilization will help create local champions to take the movement forward. Empowering consumers to make the right choices and building their capacity will help strengthen systems to promote, propagate and sustain the culture of healthy living.

At the State/District level, the already established State Level Advisory Committees in association with various departments and local experts can alter the nutrition landscape of the States and progress towards a healthier India. This would also help evolve from the traditional governance to a more inclusive partnership at the State level.

With the growing concern of various public health ailments, the industry support towards accessible healthy choices in foods will also help empower and benefit both the businesses and the consumers.

Further, a strengthened partnership will build a strong network and associations to achieve global goals of health, safety and nutrition which will assist the economic growth of the country.

Private sector participation

Private sector comprises of big or small enterprises, companies, businesses from all sectors, include a defined supply chain and have resources that can be explored. The private sector participation is critical to execution of a programme where they play a key role as a stakeholder. To fast-track the programme and get funding which may be limited as per the government budget, the involvement of the private sector is essential. A healthy competition between the stakeholders is also needed to create a positive culture.

In the current times, the policy makers and analysts in various developing countries are seeing value in engagement with the private sector. The governments alone often cannot bear the cost of the growing demands of the public through its various programmes, thereby making the private sector a key stakeholder and inclusion as partners in implementation of programmes.

Delivering on the outcomes of any policy, requirement of partnerships is essential. The success of a programme can be achieved through the Public-Private Partnership models which can accelerate the developmental environment. The two models that drive the private-public sector engagement are the transactional or the transformational models as displayed in Figure 1. The transactional models involve commercial or philanthropic aspects of the coordination. The partners interaction is solely based on an exchange and fulfilment of individual needs. The learning move from the transactional to the transformation model is the basis of the public-private sector coordination. This may involve collaboration in terms of resources, skills and capabilities. Leveraging on the core competencies of each other aid in joint decision making, increased learning, and a sustained impact.

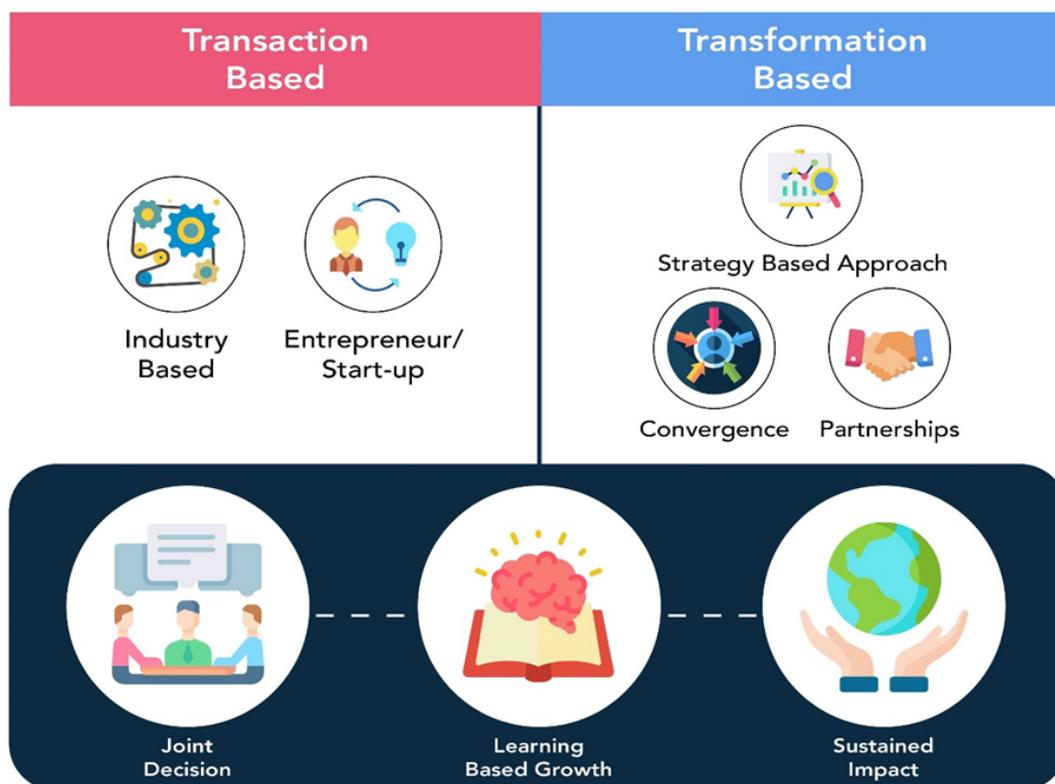


Figure 20. 1: Models for Effective Development Cooperation

Factors driving Private Sector Partnerships are:

- **Societal:** Public agencies have been unable to satisfy basic water needs for all. The context is one of dwindling public funds, increased demand, large investment gaps, ageing infrastructure in need of rehabilitation, and calls for increased decentralisation.
- **Commercial:** The Dublin Water Conference in 1992 established water as an “economic good”. This challenged the traditional approach to water service provision, which held that water services were the domain of public agencies alone.
- **Financial:** There is a belief that the private sector can mobilise capital faster and cheaper than the public sector. The expectation that by shifting assets from public control into private ownership and capital markets, economic efficiencies can be unleashed.
- **Ideological:** This refers to the notion that “smaller government is better”.
- **Pragmatic:** Inability of governments to finance increasing capital, operation and maintenance costs of municipal water systems. Need to invest in infrastructure, increasing population, and constrained public finances.

Avenues of Collaboration

The engagement with the private sector is mutually beneficial. It increases opportunity for the private sector to be a part of policy decisions that affect them. The contributions that may be expected from the private sector can be in the form of financial or non-financial.

1. *Knowledge Dissemination* - One of the areas is involving the private sector to support the vision of the government priorities. Areas of mutual collaboration can be identified. The collaboration can also involve knowledge exchange which will help strengthen the areas of engagement.
2. *Corporate Social Responsibility* – Financial assistance towards a cause that is undertaken by the private sector may form linkages with specific government programs. The CSR can be targeted towards identified projects.
3. *Resource Mobilization* – The apt utilization of human, financial and other resources is fundamental to any programme. The private sector entities have access to better resources and may aid in specific activities. They can provide for expertise, funds, manpower and technical support. Through their network and operations, they can also assist in resource mobilization at the community level.
4. *Technical Expertise* – The private sector often harbours great minds and technical expertise; these can be utilized to work regionally as well as across the country. The companies can support the vision, build capacity, provide innovative technical support that can help Eat Right India to work in convergence with various sectors. The role can be identified in various areas.
5. *Policy advocacy and Communication* – The engagement and viewpoint in dialogue related to food and nutrition security can assist in building better policies. Inculcating the sense of ownership in the private sector will also help provide an element of sustainability. Focussed and targeted communication and advocacy can thus happen in a structured, organized and unified manner.

Case Study: CHIFFS/ FACE/ ReCHaN

1. FSSAI has joined hands with CHIFSS (CII-HUL Initiative on Food Safety Sciences) with the purpose of driving activities related to science based food safety in the country, to strengthen protection of consumers and create an innovative environment for the industry.
2. The CII Jubilant Bhartia Food and Agriculture Centre of Excellence (CII-FACE) is charged with the mission to improve the competitiveness of India's agriculture and food processing sector, by catalysing innovation, building capacity and enhancing productivity across the agriculture and food value chain, ensuring food security and inclusive growth. FACE works closely with farmers, companies, developmental institutions, and the government.
3. ReCHaN is a collaborative initiative of FSSAI, IADSA and CII to foster a culture of best practices in the area of Manufacturing and Standards formulation of Health Supplements and Nutraceuticals.

Key steps in Public-Private Partnerships

Global Partnership for Results-Based Approaches has outlined the key steps to be followed for partnerships (Figure 2). The steps below highlight the critical phases which must be undertaken in a step-wise manner to implement a PPP project. The steps must always keep in perspective the needs of all stakeholders involved.

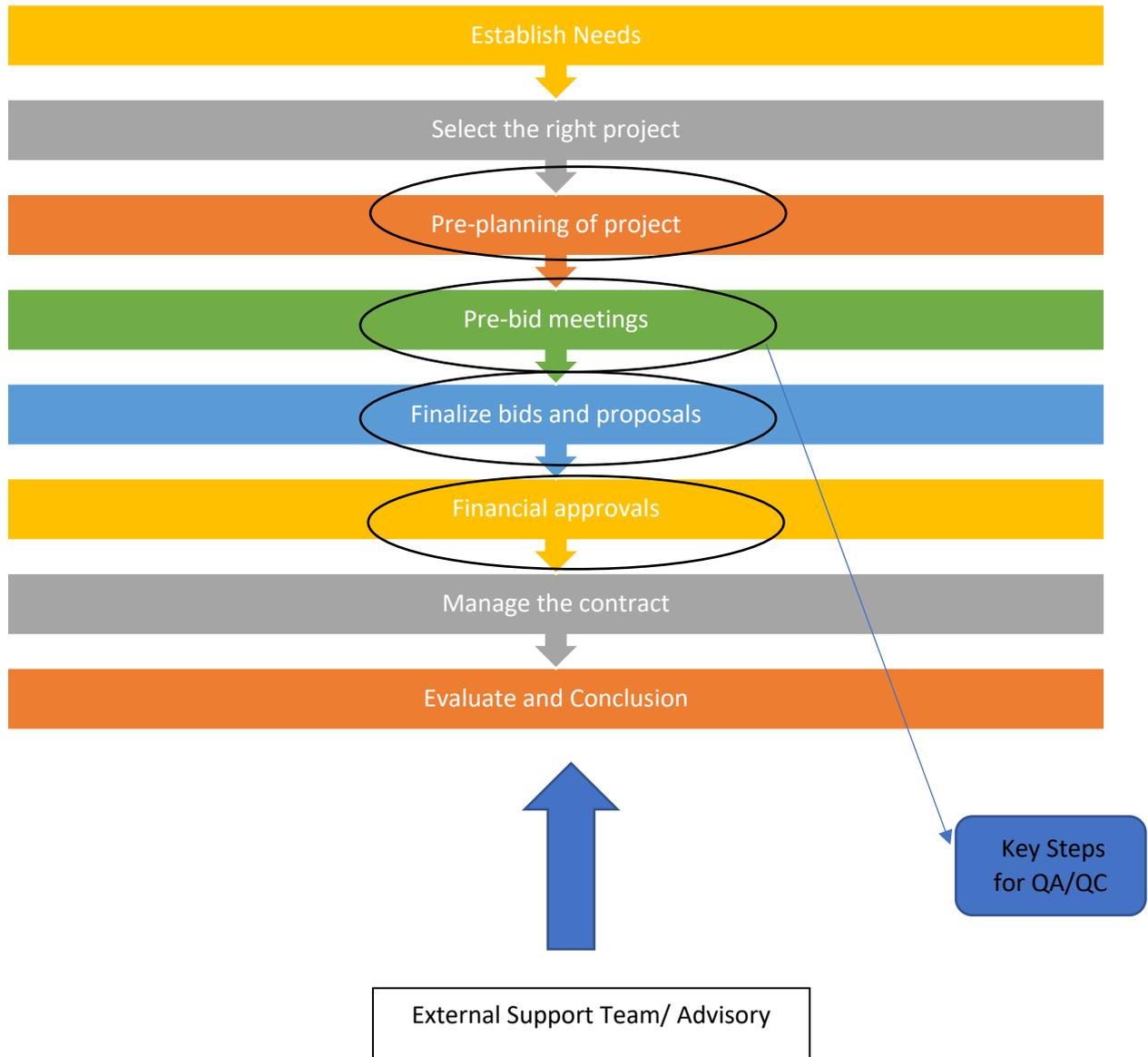


Figure 20. 2: Key Steps in forming Public Private Partnerships

Science and research

Section 16 3(e) of the Food Safety and Standards Act, 2006 requires FSSAI to establish a system of network of organizations with the aim to facilitate a scientific co-operation framework by the co-ordination of activities, the exchange of information, the development and implementation of joint projects, the exchange of expertise and best practices in the fields within the Food Authority's responsibility.

In this context, FSSAI has established a nationwide network for scientific research with an intent of ensuring a convergence of research activities in the area of foods safety and applied nutrition, sharing information on developments in the field of food testing methodologies and techniques for strengthening quality of food testing, generating/sharing of scientific data and information related to food safety and applied nutrition and utilizes such scientific data for development of food standards, both at national and international level, and in other risk management decisions and creating centres of excellence having different focus and expertise which will provide research and training that addresses timely, cutting-edge issues related to food safety and applied nutrition.

FSSAI has notified many technical standards and regulations. Robust institutional mechanism is now in place to set standards through 21 scientific panels and a scientific committee. There are nine technical panels that formulate guidance documents, code of practices and inspection metrics. Further, eight Standards Review panels have been set up to review food standards and provide inputs to the related scientific panel. FSSAI has also notified regulations for standards on health supplements, nutraceuticals, prebiotics and probiotic products, which are primarily intended for sustenance of a healthy life and fall in the category of functional foods.

Higher education and learning

As industry and service sectors continue to dominate the economy, the need for skilled manpower of approximately 250 million is expected by 2030, a major source of which could be the Higher Education System. With a population of an average age of 32 years, India has a high potential to become one of the largest suppliers of skilled manpower to global markets. However, only 8.11% employers believe that job seekers possess skills that align with industry requirements.

Currently, 79% of the organisations offer formal training to their employees. An industry-ready workforce will lead to a reduction in on-job training time for organisations leading to higher productivity, sustainable growth and food safety implementation.

In India, nutrition courses are offered by various universities at graduate and post-graduate levels through both regular and distance learning. However, there is still some vacuum that exists in the online space. There are professionals and students who intend to enter the field of nutrition with knowledge and skills on latest advances in research and industry. Therefore, in this era of digitization, the Food Safety and Standards Authority of India (FSSAI) intends to harness the power of the internet and offer online courses which are intended to train students and help professionals update their knowledge and skills specifically in the area of nutrition at their own pace.

Engaging with Higher Education Institutes on strengthening Capacity on Food Safety and Nutrition will impact several stakeholders. Through its Higher Education Outreach programme, FSSAI is trying to inculcate the concept of Eat Right India into the course curriculum for it to strengthen the food and nutrition content taught to the children. These are the Organisation itself, Faculty members, Students of Colleges and Schools, Industry, Government and ultimately the consumers of food. This will help Institutes with the added opportunities of offering and engaging with a bouquet of contemporary learning and skilling modules that will ultimately help enhance the employability and skills of the students of the implementing Institutes in alignment with the current industry requirements. Content can be mainstreamed either as part of the overall curriculum or offered as certificate courses. This is supported by relevant curricular plan, content, plus faculty development programs.

Case Study: Mainstreaming content on Eat Right

In its journey of moving from the narrow focus on adulteration to a more holistic approach of safe and wholesome food and to empower responsible citizens to Eat Right; FSSAI relies on a collaborative approach. The FSS Act 2006 in its statement and intent makes it clear that all stakeholders, be it the Regulatory Body, the Food Business Operators (FBOs), or the citizens of the country, have to be active agents and ensure they play their part in ensuring safe and wholesome food. Yet, any law is as good as its implementation, as real action or change is driven not by a thought alone, but by action and by taking responsibility. Food Safety cannot be viewed merely as a program or scheme, it has to be a culture and a habit, and Higher Education Institutes need to play a prominent role in this context.

FoSTaC is FSSAI's Food Safety Training & Certification Program for Food Safety Supervisors across food sectors. Practical, industry-oriented training modules have been developed by FSSAI in collaboration with industry, domain experts and National Resource Persons and disseminated through various FoSTaC courses which are of Basic, Advanced and Special Level. The objective is for all licensed food businesses to have at least one trained and certified Food Safety Supervisor (FSS) under FoSTaC for every 25 food handlers in each premise. Academic Institutes may therefore integrate the FoSTaC curriculum as separate modules in their curriculum, or offer it as standalone certificate courses to their students and/or the food business community. Persons successfully trained and assessed under FoSTaC would be jointly certified by FSSAI and the Training Partner.

Practical Learning

1. Internship at FSSAI - FSSAI, in its mission to disseminate Food Safety awareness in the country, offers a basket of opportunities to develop and refine the skills of young talent. Internship scheme is one of these initiatives which is offered to students through a mutually beneficial inter-Industry-Academia association. Some of the project areas include, Regulations/Codex, Standards, FSMS, Quality Assurance, Risk Assessment and social and behavioural change.

2. Support in Dissertation - Through this scheme FSSAI provides real-time mentoring of students and provides them an opportunity to complete their research. The scheme gives a real-world exposure to policy making, regulatory and enforcement systems, and standard setting to the students.
3. Fellowship in Food Analysis - FSSAI has initiated a program called “Fellowship in Food Analysis (FIFA)” to incentivise the Junior Analyst Examination (JAE) qualified candidates to fulfil the relevant experience criteria for eligibility as a food analyst, through attachment at an FBO’s laboratory/testing laboratory. FIFA is a paid fellowship for a period of 3 years, after which the Fellows will be eligible for taking the Food Analyst Examination (FAE).

Interactive learning

Eat Right Quiz - The Eat Right Quiz, designed on Amazon Alexa platform, aims to enhance the knowledge of citizens, about the basics of food safety and nutrition, and thus removing myths related to them, in a simple playful manner. Eat Right Quiz aims to engage and encourage citizens to learn about safe, healthy and sustainable food through entertainment and competition. The Eat Right Quiz consists of questions, which are collated by the eminent experts of the food industry. The quiz can be played between individuals or between teams. The quiz consists two levels; basic and advance in four categories. The unique feature of this quiz is that after every right answer the device also gives brief information related to the answer.

SNF Fellowships - The Eat Right @School initiative of FSSAI has been designed to deliver and reinforce the message of safe and nutritious food to schoolchildren, through both curricular and co-curricular activities. Additionally, it aims at ensuring and enabling legislative and regulatory framework to promote safe and wholesome food in both government and private schools across the country. SNF Fellowship programme is designed for the implementation by students of Higher Education Institutes, for promoting social and behavioural change around food safety, hygiene, and healthy diets in school children.

Promoting entrepreneurship - Food Innovators Network (FINE)

This brings together entrepreneurs who provide innovative solutions to transform the country’s food safety and nutrition landscape. It is a comprehensive entrepreneurship platform that engages with start-ups working in the food space and provides mentorship, network access and regulatory support to them. It focuses on four challenge areas namely, Cheaper, Rapid and Anywhere Food Testing, Ensuring Availability of Healthy Foods, Educating India and Rethinking Food Labelling and Recovery of Surplus Food. It includes a FoSTaC Plus training course to orient start-ups, a FSSAI Buddy Programme to navigate the regulatory space and Eat Right Start-Up Awards as incentives and rewards to encourage innovative entrepreneurs.

Participation and role of professionals

Involving all stakeholders often helps achieve the targets. We associate with experts to capture skillsets, resources and offerings. That's how value is created in an initiative. Professionals engage frequently in formal and informal conversations. Collaboration with professionals can encompass a wide range of activities with possible and innovative solutions to existing problems. Collaborative discussions with the partners focus on actions which relate to the goals of the programme.

Case Study: Network of Professionals (NetProFaN)

FSSAI has created the NetProFaN which aims to form a network of professionals in food and nutrition, leveraging their strength and expertise, to support both demand and supply side initiatives of Eat Right India. The programme has envisioned collaboration of professional bodies and experts in the areas of food, nutrition and public health, to contribute towards national efforts for improving the status of food safety and nutrition. This will help growth of the associations and professionals and expand its outreach. The knowledge of these experts will assist in supporting Eat Right India. Their engagement with the higher education will help build capacity. This will in turn create a culture of safe and healthy food thereby bringing in the desired social and behaviour change. NetProFaN brings various Professional Associations to work together for a healthy future:

- Indian Dietetic Association (IDA)
- Nutrition Society of India (NSI)
- Indian Medical Association (IMA)
- Association of Food Scientists and Technologists of India (AFSTI)
- Indian Federation of Culinary Associations (IFCA)
- Association of Analytical Chemists, India Chapter (AOAC)
- Indian Public Health Association (IPHA)

Global partnerships

Engagement and collaboration with global agencies and countries provide a unique and multi-sectoral platform to deliver results across all sectors. The global exchange through such interactions ensures that learnings are effectively taken up and integrated within the existing systems via practical guidance.

Case Study: The Busan Partnership

This document specifically highlights a set of common principles for all development actors that are key to making development cooperation effective. Their key focus areas are:

- Ownership of development priorities by developing countries: Countries should define the development model that they want to implement.
- A focus on results: Having a sustainable impact should be the driving force behind investments and efforts in development policy making
- Partnerships for development: Development depends on the participation of all actors, and recognises the diversity and complementarity of their functions.
- Transparency and shared responsibility: Development co-operation must be transparent and accountable to all citizens.
- These principles are recognised and accepted by all those involved in development co-operation, from donor and recipient country governments to providers of south-south cooperation, international organisations, civil society, parliamentarians and local government. The wide participation of a range of actors with differentiated responsibilities and shared goals is one of the notable characteristics of this partnership.

Global partnerships help achieve two main objectives. First is to evaluate the efficiency of governments in creating an enabling environment to attain the potential efforts of policy and community mobilization within the country. The second is to observe how the development partners extend their support to the national programs and policies. This involves inclusive partnerships that is result oriented. The partnership must be transparent and should bring accountability to all stakeholders involved.

Organisations responsible for food safety and nutrition

There are several organisations across the globe which work in the area of food safety and nutrition. Let us learn about these and see how they can collaborate and partner to create a better food safety and security scenario in the world.

1. *FSSAI* – FSSAI lays down science-based standards for articles of food and regulates their manufacture, storage, distribution, sale and import to ensure availability of safe and wholesome food to 130 crore citizens of the country. The authority is also responsible for creating an information network across the country so that the public, consumers, etc receive rapid, reliable and accurate information about food safety and hygiene and related issues of concern.
2. *Codex Alimentarius Commission* – It is a joint inter-governmental body of the Food and Agricultural Organization of the United Nations (FAO) and WHO with 189 members (188 member countries and one Member Organization (EU)). Codex has worked since 1963 to create harmonized international food standards to protect

the health of consumers and ensure fair trade practices. India is a member of Codex Alimentarius Commission since 1964 and continues to be a partner in the international food standards development process. India actively participates in the Codex meetings, hosting and co-hosting Codex Committee meetings.

3. *EFSA* - EFSA is a European agency funded by the European Union that operates independently of the European legislative and executive institutions (Commission, Council, and Parliament) and EU Member States. It was set up in 2002 following a series of food crises in the late 1990s to be a source of scientific advice and communication on risks associated with the food chain. The agency was legally established by the EU under the General Food Law - Regulation 178/2002. The General Food Law created a European food safety system in which responsibility for risk assessment (science) and for risk management (policy) are kept separate. EFSA is responsible for the former area, and also has a duty to communicate its scientific findings to the public.
4. *FSANZ* - FSANZ's purpose is to contribute to the cooperative food regulatory system by developing evidence-based standards, providing evidence-based advice, coordinating regulatory responses and providing information about food standards. FSANZ is established by the *Food Standards Australia New Zealand Act 1991*, which was enacted to implement an intergovernmental Agreement between the Australian Government and all states and territories and a treaty agreement between Australia and New Zealand. The object of the *Food Standards Australia New Zealand Act* is to ensure a high standard of public health protection throughout Australia and New Zealand and the objective of FSANZ is a safe food supply and well-informed consumers.
5. *International and National Non-Government Organizations*: Organizations like WHO, UNICEF, WFP, etc. play a very important role in achieving goals as declared in the Universal Declaration of Human Rights "Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing, and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age, or other lack of livelihood in circumstances beyond his control." (Article 25).
 - i. These organizations work towards global health and its issues which transcend national borders and political jurisdictions. Many of these organizations take active part in health projects both nationally and internationally. The various programs and competencies of these organizations contribute to the promotive or preventive health care (figure 3).

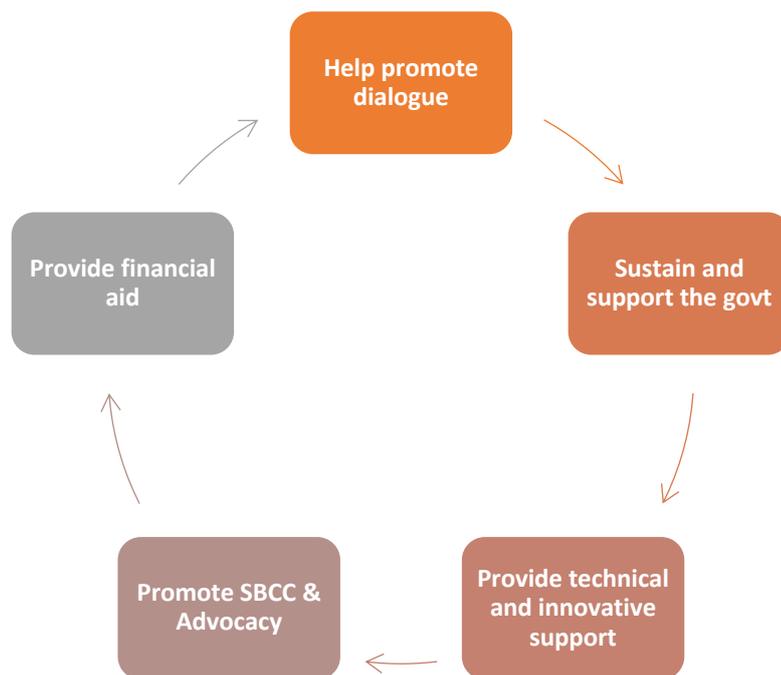


Figure 20. 3: Role of Non-Government Organizations

Support of these agencies can also assist policy framework or strengthen the existing policies. One of the major areas where these agencies can contribute is capacity building at the grass-root level. This will ensure that implementation of a policy or a program is flawless.

International Agreements

There are Treaties and Agreements between nations to ensure fair trade practices and at the same time ensure that member nations can protect the rights and ensure welfare of their citizens. These have been listed here:

1. *World Trade Organization (WTO)* – Established in 1995, WTO is the successor of General Agreement on Tariffs and Trade (GATT) established during the Second World War. The WTO rules are the results of agreements between its members. Through this agreement, WTO members can operate a non-discriminatory trading system that spells out their rights. Fair trade practices are ensured for both import and exports in the market. WTO is an umbrella agreement that is also used for dispute settling in trade.
2. *TBT & SPS* - The Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) are agreements as a result of the Uruguay Round of Trade Talks following the WTO in 1995. The SPS agreements encompasses protection of

human or animal health from any food-borne illness, or human, animal or plant carried diseases from pests etc. The TBT agreement undertakes all technical regulations, voluntary standards and conformity assessment procedures to ensure adherence and ease of business.

In this chapter you have learnt about how different government as well as non-government agencies are co-ordinating and forging partnerships to ensure a scenario of safe food across the globe.

Summary

1. Partnerships and coordination are essential for effective implementation of a programme.
2. Collaboration with the private sector is needed to lend support and enhance visibility of a programme.
3. There are various avenues of collaboration that can be explored basis the needs of a programme.
4. FSSAI is the apex food regulator which is responsible for the creation of scientifically backed standards and regulations for various food products.
5. The Eat Right India is an umbrella movement initiated by FSSAI which focusses on the Social and Behavioural Change aspects to better the nutrition status of people.
6. Ensuring that information of food safety, health and nutrition is integrated in the higher education system of India is essential to developing a skilled workforce in the country.
7. Formulation of Global Partnerships ensure that the program meets global benchmarks and instils learning.

Key Words

Convergence – moving towards a union or uniformity

Collaboration – the action of working with someone for a common goal

Partnership – an association of two or more people or bodies as partners

Exercises

1. What is the role of Public-Private Partnerships and how does it strengthen programme implementation and sustainability?
2. What are the key steps in PPP models and which steps are a must for QA/QC?
3. Briefly describe the organizations working for food safety and nutrition?
4. What do you mean by interactive learning, highlight by giving some examples?
5. Briefly describe how a PPP model can support expansion of an FSSAI initiative.

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