



JOINT FAO/WHO FOOD STANDARDS PROGRAMME
EXECUTIVE COMMITTEE OF THE CODEX ALIMENTARIUS COMMISSION
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CODEX STRATEGIC PLAN 2020 – 2025: DRAFT

(Prepared by the CCEXEC74 Sub-Committee on the Codex Strategic Plan)

1 INTRODUCTION

1.1 The Codex Alimentarius Commission (CAC) was established by the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO) in 1963. Today, it has 189 Members, and 226 inter-governmental and international non-governmental organizations are accredited as observers.

1.2 The Commission's main work is the development of international food standards, guidelines, and codes of practice to protect the health of consumers and ensure fair practices in the food trade. The Commission also promotes the coordination of all food standards work undertaken by international governmental and non-governmental organizations.

1.3 For food safety and nutrition matters, the Commission, as a risk manager, establishes its standards using the principles of risk analysis and bases its work on the scientific advice provided by the joint FAO/WHO expert bodies and consultations, for which there needs to be sufficient and sustainable funding. Codex standards also address issues related to food quality and labeling to ensure fair practices in the food trade. With increased globalization, the Commission must also be capable of responding in a timely manner to emerging food safety issues and other factors that may impact on food safety and fair practices in the food trade such as the effects of shifting populations, climate change and relevant consumer concerns.¹

1.4 International food standards, guidelines and recommendations established by the Commission are explicitly recognized as a reference for food safety in the the World Trade Organization's agreement on Sanitary and Phytosanitary measures (WTO SPS) and have also served as references for the Technical Barriers to Trade agreement (WTO TBT).

1.5 The purpose of this Strategic Plan is to advance the mandate of the Codex Alimentarius Commission during the period 2020-2025. This document does not supersede, extend, or contradict the interpretation of the Codex mandate, standards or provisions of the Procedural Manual adopted or approved by the Commission.

1.6 The 2020-2025 Strategic Plan:

- Presents the vision, goals, and objectives for the Commission and is supported by a more detailed work plan that includes activities, milestones, and measurable indicators to track progress toward accomplishment of the goals.
- Underpins the high priority that continues to be placed on food safety and quality by FAO and WHO and guides the Commission in carrying out its responsibilities.
- Informs Members, inter-governmental and international non-governmental organizations, and other stakeholders of how the Commission intends to fulfil its mandate and to meet the needs and expectations of its Members during the period 2020-2025.

1.7 In setting out its strategic goals, this plan incorporates a new focus on promoting the value and use of Codex standards by governments and as a benchmark for trade.

¹ The consideration of other factors in the Codex standard setting process is governed by the *Statements of Principle Concerning the Role of Science in the Codex Decision-Making Process and the Extent to Which Other Factors are Taken into Account*.

2 DRIVERS OF CHANGE

2.1 The dynamics of the standard-setting activities undertaken by the Commission have changed dramatically since it was established. Since its establishment, not only has the Codex membership increased significantly, but Codex has also seen a more active contribution from all Members, more specifically the developing countries which are contributing more actively to the international food standard-setting process. The FAO/WHO Codex Trust Fund (CTF2) is a key initiative in this regard, as it supports countries to build strong, solid and sustainable national capacity to engage in Codex with the ultimate vision of all countries engaging fully and effectively in Codex and reaping the benefits of Codex standards by 2027.

2.2 The focus and needs of Codex member countries are also evolving, for example in response to the Sustainable Development Goals (SDGs) adopted by world leaders in September 2015². Codex has an important role to play in supporting member countries in their implementation efforts with respect to SDGs that are directly related to food safety and fair practices in the food trade. In particular, adoption of Codex standards can support the achievement of:

| SDG | SUPPORTING TARGET | CONTRIBUTION OF CODEX |
|--|--|---|
| SDG 2 – ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture | Ensuring sustainable food production systems and implementing resilient agricultural practices | Promoting access to knowledge of good agricultural practices and new methods and technologies. |
| | Ensuring access by all people to safe, nutritious and sufficient food. | |
| SDG 3 – ensuring healthy lives and promoting well-being for all, at all ages | Combating communicable diseases | Codex standards help reduce risk of death and illness from unsafe food, including through reducing exposure to hazardous levels of chemicals and contamination that can lead to deaths and illnesses. |
| | Reducing by one third premature mortality from non-communicable diseases through prevention and treatment | |
| | Substantially reducing the number of deaths and illnesses from hazardous chemicals | |
| SDG 12 – ensuring sustainable consumption and production patterns | Strengthening the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks. | Developing countries are contributing more actively to the international food standard-setting process. CTF2 supports countries to build strong, solid and sustainable national capacity to engage in Codex and reap the benefits of Codex standards. |
| | Halving per capita global food waste at retail and consumer levels and reducing food losses along production and supply chains, including post-harvest losses | |
| SDG 17 – revitalizing the global partnership for sustainable development | Promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system | Codex standards aim not only to protect the health of consumers, but also to ensure fair practices in the food trade, which in turn supports economic growth. The standards are considered by the WTO as the international reference for food safety. |

2.3 The environment in which Codex operates has also evolved. Food and food ingredients continue to be increasingly amongst the most traded commodities internationally. Changes in the global feed and food supply chain system, resource optimization efforts, food security and safety concerns, and innovations in food science and technology, climate change and consumer concerns, represent some of the drivers of change that introduce new food safety and nutrition related challenges. The Commission must adapt to this evolving environment and be capable of responding proactively, flexibly and in a timely manner to emerging food safety, quality and other issues with the aim of protecting consumer health and ensuring fair practices in the food

² See <http://www.un.org/sustainabledevelopment/development-agenda/>

trade. The responsiveness of the CAC is exemplified by the work undertaken from 2016 to revise its code of practice on combatting antimicrobial resistance and produce new guidelines on integrated surveillance and also work undertaken to increase standards for minor crops, in light of the importance of these crops to international trade, particularly for developing countries.

3 STRATEGIC VISION STATEMENT

To be the preeminent international food standards setting body that establishes globally recognized international food standards that are used world-wide to protect consumer health and promote fair practices in the food trade for everyone, everywhere.

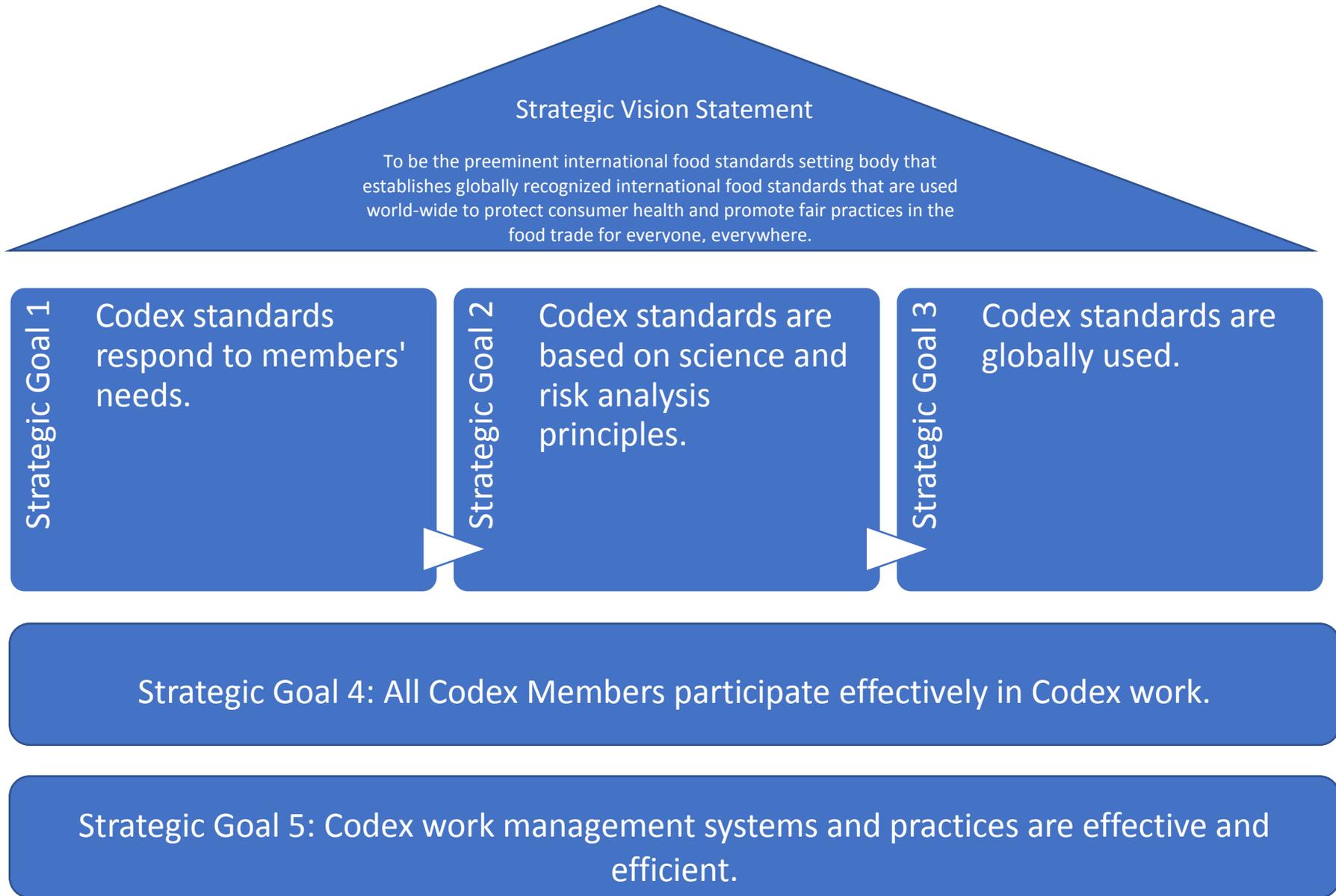
4 CODEX CORE VALUES

4.1 The Codex Alimentarius Commission re-commits itself to the following core values, which will guide its work to fulfill its strategic vision

- Collaboration
- Inclusiveness
- Consensus building³
- Transparency

4.2 In conducting its work, the Commission strives to ensure that the concepts of protecting the health of consumers and fair practice in the food trade are consistently followed in the Codex standard-setting process

³ Consensus should be based on “Measures to facilitate Consensus” included in the Procedural Manual.



| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|--|---|--|--|---|--|
| GOAL 1: <i>Codex standards respond to members' needs</i> | 1.1 Members' needs and emerging issues are identified to inform prioritization of work. | 1.1.1 Horizon scanning mechanisms are implemented by all Codex Committees. | <p>1. Timely Codex response to emerging issues and to the needs of members.</p> <p>2. Improved ability of Codex to develop standards relevant to the needs of its members.</p> | <p>1. Proposals for new work considered by Codex Committees are informed by horizon scanning.</p> <p>2. Regular reports on emerging issues identified by Codex Committees made to the CCEXEC through the Codex Secretariat.</p> | <p>In the period 2020-25 we should implement effective approaches to horizon scanning across all Codex Committees and ensure that this then informs consistent decision-making and priority setting across Codex such that work areas of highest priority – in terms of members' current and future needs – are progressed.</p> |
| | 1.2 Decisions on which Codex standards, guidelines and related texts are developed are made consistently and are informed by members' needs | <p>1.2.1 Priority setting criteria are reviewed and revised.</p> <p>1.2.2 Current critical review process is reviewed, recommendations are considered by CCEXEC, and an action plan is agreed by CAC.</p> | <p>1. New standards are developed in line with the priorities of CAC and the needs of its members.</p> <p>2. More effective work management oversight exercised by the CCEXEC.</p> | <p>1. Priority setting criteria are applied consistently across Codex Committees.</p> <p>2. An action plan to further strengthen the critical review process is agreed and implemented.</p> | |
| GOAL 2: <i>Codex standards are based on science and risk analysis principles.</i> | 2.1 Scientific advice is available and, together with risk analysis principles, used consistently in the development of Codex standards | <p>2.1.1 Encourage FAO and WHO governing bodies to identify the provision of scientific advice as a high priority and to allocate sufficient resources for FAO/WHO joint scientific advice, in particular from the FAO/WHO expert bodies.⁴</p> <p>2.1.2 Encourage continued financial and other support from Members for FAO/WHO joint scientific advice, in particular from the FAO/WHO expert bodies.</p> | <p>1. Sustainable funding sources are available to fund a flexible and reactive approach for provision of scientific advice to Codex by FAO/WHO.</p> <p>2. Members provide support and advocacy in line with their capacity to do so, which may include: extra-budgetary resources to FAO/WHO for joint scientific advice; encouraging and empowering their national experts to participate in expert meetings; and efforts in the governing committees of FAO and WHO to ensure</p> | <p>1. Amount and sustainability of financial resource allocated by FAO and WHO governing bodies to their joint scientific advice programme.</p> <p>2. Collection and collation by a working group of CCEXEC of reports from Members about their support and advocacy for the FAO/WHO joint scientific advice programme.</p> | <p>The work of CAC needs a strong scientific base. We should not underestimate the challenges of this strategic goal. While, at first glance, it might seem simply to reflect the operational principles of CAC as laid out in the Procedural Manual, securing timely and high-quality scientific advice that is sufficiently and sustainably resourced will be no less a challenge for the coming strategic plan period. It is important therefore to identify the steps that each actor could take to ensure, support and advocate for the delivery of scientific advice to Codex.</p> |

⁴ JECFA, JEMRA, JMPR and JEMNU

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|----------------|--|--|---|--|---|
| | | 2.1.3 Explore other appropriate funding sources for the FAO/WHO joint scientific advice programme. | suitable funding. | 3. Amount and sustainability of funding for FAO/WHO joint scientific advice from new sources. | |
| | 2.2 To enable and support developing countries to increase their capacities for participation in the scientific advice programs through improved data generation, data sharing and increased human capacities to serve as experts. | <p>2.2.1 Encourage developing countries to submit data in response to calls from FAO/WHO joint expert committees, through enhanced food safety and nutrition data generation capabilities.</p> <p>2.2.2 National Codex Contact Points ensure that calls for data are widely distributed and input actively solicited at national level.</p> <p>2.2.3 Advocate for the development of programs aimed at enhancing the capacity of developing countries to generate, collect and submit data, with a particular focus on collaborative data generation projects, sharing work and cost between participant countries.</p> <p>2.2.4 Encourage the establishment of and participation of developing countries in networks of Members to enhance collaboration in the</p> | 1. Risk assessments, scientific advice to Codex, and the standards on which they are based, take into account globally representative data. | 1. A working group of CCEXEC will be formed to solicit, collect and collate information from National Codex Contact Points, CTF2, and other relevant sources on action taken by and in support of Codex members that contribute to achievement of this objective. ⁵ | There are significant variations from region to region, and within regions, in food production and consumption practices, the geochemical composition of soils, and a range of other factors that impact on consumer exposure to harmful or beneficial constituents of food. For scientific advice to be comprehensive, globally representative data is needed. This will require, among other things, capacity building in developing countries. |

⁵ This might include, for example: the volumes of data submitted by developing countries; the numbers of developing countries providing data and/or experts; and the number and range of initiatives to support data generation in developing countries and data networks that include developing countries.

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|----------------|---|--|---|--|---|
| | | generation of data that can be submitted for review by expert committees. | | | |
| | | 2.2.5 Encourage sustained and continuous participation of technical and scientific experts from developing countries in the work of Codex. | 1. Developing countries and their national experts play a larger and increasingly effective role in the Codex standard setting process. | | To support the sustainability of the FAO/WHO joint scientific advice program, we should ensure the availability of as wide and diverse as possible a range of scientific experts. |
| | | 2.2.6 National Codex Contact Points ensure that calls for experts are widely distributed and input actively solicited at national level. | | | |
| | 2.3 Scientific advice is used consistently in line with Codex risk analysis principles. | 2.3.1 Effective problem formulation so that the mandate given by risk managers to risk assessors is as clear as possible. | 1. Scientific advice from the FAO/WHO joint expert committees is used consistently and to the fullest extent possible in food safety and nutrition standards development based on the Working Principles of Risk Analysis for Application in the Framework of the Codex Alimentarius. | 1. Terms of reference and priorities for scientific advice that are agreed by Codex Committees are clear. | Risk communication is an integral part of risk analysis. It is aided by transparency and clarity in the processes of risk assessment and management. |
| | | 2.3.2 Documentation on how the risk assessment outcome was used in the development of the Codex text. | | 2. Reports from Codex Committees clearly document how, having received scientific advice, the advice was then used and the other factors that were considered in the development of the relevant Codex text. | |
| | | 2.3.3 Ensure all relevant factors are fully considered in exploring risk management options in the context of Codex standard development. | 2. Relevant factors other than science are documented and justified in terms of criteria established in the Procedural Manual. | | |
| | | 2.3.4 Communicate the risk management recommendations to all interested parties. | 1. Risk management recommendations are communicated and disseminated effectively to all interested parties. | 1. The Codex Communications Workplan has, as one of its priorities, the wide dissemination of risk management recommendations. The Codex Communications | |

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
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| | | | | Workplan includes relevant indicators. | |
| GOAL 3: <u><i>Initial wording:</i></u> <i>Codex standards are globally used</i> <u><i>Proposed in working group comments:</i></u> <i>Codex standards are widely used globally</i> <u><i>Alternative wording:</i></u> <i>Codex standards are widely used for protection of consumer health and ensuring fair practices in the food trade</i> | 3.1 Codex standards drive harmonization of global food regulations for the protection of consumer health and ensuring fair practices in the food trade. | 3.1.1 Engage with FAO/WHO on their communication initiatives for members ⁶ , to raise the profile and awareness of Codex standards and their role in promoting food safety and fair trade at the national level. 3.1.2 Identify and exploit other opportunities to raising the profile and awareness of Codex standards. 3.1.3 Encourage the recognition of Codex standards, guidelines and related texts as the basis for legislation and other regulatory interventions to protect consumer health and ensure fair practices in the food trade at the national level. | 1. Increased use of Codex standards, guidelines and related texts at the national level. | 1. Existing data sources ⁷ are interrogated to identify proportion of known national standards which are aligned with Codex standards. 2. National Codex Co-ordinating Committees report on capacity building to encourage and facilitate practical use of Codex standards, guidelines and texts. | The primary audience for Codex standards, guidelines and related texts is member countries, whose needs the standards are designed to address. |
| | 3.2 Codex standards are used more widely ⁸ to improve the protection of consumer health and ensuring fair practices in the food trade. | 3.2.1 Identify and exploit opportunities to raising the profile and awareness of Codex standards and their role in promoting food safety and fair trade at the global level. ⁹ | 1. Increased use of Codex standards, guidelines and related texts by a range of actors at the global level. | 1. Number, reach and impact of national and international third party assurance schemes which reference Codex standards. | Even in the absence of adoption of Codex standards into national legislation, the use of Codex standards by the food trade and other actors as non-legislative benchmark standards can contribute to consumer protection and ensuring fair practices in the |

⁶ For example, FAO and WHO food safety, quality and security capacity building and technical assistance projects, e-learning and Codex Trust Fund 2.

⁷ For example, existing MRL database for pesticides and veterinary drug residues

⁸ For example, by entities in the food trade to govern commercial interactions.

⁹ For example, at international events on food safety and quality, in meetings of international governmental and non-governmental organizations, and through other appropriate international governmental and non-governmental initiatives.

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|--|---|--|---|--|--|
| | | | | <p>2. Number, reach and impact of capacity building and technical assistance projects led by other international governmental and non-governmental organisations which invite input from Codex.</p> <p>3. The reach and impact of speaking engagements accepted by the bureau of Chair and Vice-Chairs and the Secretariat to raising the profile and awareness of Codex and its role in promoting food safety and fair trade at the global level.</p> | <p>food trade.</p> |
| <p>GOAL 4:</p> <p><i>All Codex Members participate effectively in Codex work.</i></p> | <p>4.1 The effective participation of Codex Members, in particular developing countries, in the work of Codex is enhanced in a sustainable manner</p> | <p>4.1.1 Provide Codex Members with practical guidance that contributes to sustainable participation.</p> <p>4.1.2 Encourage co-hosting of Codex Committees and working groups by developing countries.</p> <p>4.1.3 Promote the use of the official CAC languages in Codex Committees and working groups.</p> <p>4.1.4 Organize open meetings for Codex Committee delegates before sessions to support discussion of issues and procedures between experienced and new delegates.</p> | <p>1. Increased participation of developing countries in the work of Codex Committees and working groups.</p> <p>2. Improved information sharing and peer-to-peer exchanges between member countries.</p> | <p>1. Number of developing countries hosting or co-hosting Committees.</p> <p>2. Number of developing countries chairing or co-chairing working groups.</p> <p>3. Number of developing countries participating in Codex Committees and working groups.</p> <p>4. Number and impact of capacity building activities, best practice sharing activities, and open meetings for exchange between experienced and new delegates conducted in the margins of Codex Committee sessions.</p> | <p>Building the sustainable participation of delegates will never be easy. The administrations of all Codex members need to set their own priorities in order to make best use of available resources.</p> <p>Developing countries in particular might be supported by other members, for example through meetings, training, or twinning. The time at the margins of Codex meetings could also be used for capacity building and peer-to-peer meetings among member countries.</p> <p>The development of sustainable national Codex systems in developing countries should support further participation in Codex Committees and working groups, and also lead to</p> |

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|----------------|---|--|--|--|--|
| | | <p>4.1.5 Enhance the use of new technologies¹⁰, including the Codex platform, in the Codex standard setting process to facilitate real-time participation by a wider range of member countries.</p> <p>4.1.6 Where practical, use meetings on the margins of Codex sessions to conduct capacity building activities and/or sharing of best practices.¹¹</p> | | 5. The extent and impact of the use of new technologies by Codex Committees and working groups and, in particular, the impact on participation by developing countries. | opportunities for co-hosting of Codex Committees and chairing or co-chairing of working groups. |
| | 4.2 Implementation of capacity development programs that assist countries in creating sustainable national Codex systems. | <p>4.2.1 Assist members to assess their national systems to identify strengths, weaknesses and gaps.</p> <p>4.2.2 Encourage FAO and WHO to implement capacity development programs that support the creation of sustainable national Codex-related systems.</p> <p>4.2.3 Encourage Members to provide financial and in-kind support to capacity building programmes in developing countries.</p> <p>4.2.4 Encourage Members to provide financial and in-</p> | <p>1. Members have taken evidence-based¹² actions to build the capacity of their national Codex systems.</p> <p>3. CTF2 has sufficient resources for assistance to eligible countries over the life-time of the programme, and is effective in providing that assistance.</p> | <p>1. Number of member countries using FAO/WHO Diagnostic Tool for Assessing Status of National Codex Programmes.</p> <p>2. Establishment of new National Codex Committees (or equivalent) in member countries.</p> <p>3. Increase in the number of countries making financial or in-kind contributions to Codex Trust Fund 2.</p> <p>4. Number of eligible countries that have received assistance from</p> | <p>The diagnostic tool allows member countries to evidence an assessment of their national Codex system. Such a system is key to effective participation in Codex activities.</p> <p>CTF2 has an important role to play in increasing capacity in developing countries, but will only ever reach a limited number of members.</p> <p>Other sources of funding are required for capacity development programs to be effective, and should be structured so that Codex work becomes self-sustaining at the national level.</p> |

¹⁰ For example: video links; webinars.

¹¹ For example, in use of templates, standard operating procedures, consultative approaches at national level.

¹² http://www.who.int/foodsafety/publications/codex/DiagnosticTool_EN.pdf?ua=1

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|---|---|--|--|--|--|
| | | <p>kind support to CTF2.</p> <p>4.2.5 Evaluate CTF2 at the close of the programme.</p> | | <p>CTF2.</p> <p>5. Member countries that have received support from CTF2 can demonstrate sustainable positive impact on national Codex systems and/or participation in Codex Committees and Working Groups.</p> <p>6. Positive report from the evaluation of CTF2.</p> | |
| <p>GOAL 5:</p> <p><i>Codex work management systems and practices are effective and efficient.</i></p> | <p>5.1 To further improve the efficiency of processes for the development of Codex standards, guidelines and related texts.</p> | <p>5.1.1 Implement continuous review and update of Codex work processes and procedures.</p> <p>5.1.2 Timely distribution of documents available in all working languages¹³ sufficiently in advance of meetings.</p> <p>5.1.3 Improve outputs: produce Codex documents that are easier to read and more precise.</p> | <p>1. Codex work processes and procedures support the effective and efficient operation of Codex standard setting bodies.</p> <p>2. Codex documents are distributed in a timely manner, consistent with the Procedural Manual.</p> <p>3. Outputs are to the point and precise, with historical and supporting information in appendices.</p> | <p>1. Delivery of a program of reviews of Codex work management by the Secretariat.</p> <p>2. Proportion of Codex documents whose distribution is consistent with the Procedural Manual.</p> <p>3. The time to develop Codex standards, guidelines and related texts is reduced.</p> | <p>The review of Codex work management will contribute to improvement of work management processes.</p> <p>In terms of supporting the most effective participation of member countries, some of the key challenges remain: the timely distribution of documents in advance of meetings; their availability in the agreed working languages of the relevant body; and the clarity and precision of outputs to ensure understanding by intended audiences and to promote reuse.</p> <p>While we need to ensure the timely production of Codex texts, we should also recognize that we need to strike a balance as sometimes time will be needed to build consensus, which remains a core principle of Codex.</p> |

¹³ There are six working languages in the Codex Alimentarius Commission and, generally, three working languages for subsidiary bodies. Working groups can determine their own working languages.

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|----------------|--|--|--|---|---|
| | 5.2 To further enhance the capacity of Chairs of Committees and working groups and the host country secretariats to support the work of Codex. | 5.2.1 Networking, training workshops and tools to improve and maintain the skill set of Chairs. | <p>1. The roles and responsibilities of Chairs and Co-chairs are clearly defined and universally understood.</p> <p>2. Chairs are more skilled at guiding the Committee/ working group toward consensus.</p> <p>3. Host country secretariats are more effective in the support of Codex work</p> | <p>1. Availability of tools and guidance and positive feedback from Chairs of subsidiary bodies and their host countries.</p> <p>2. Number of participants in networking, training and workshop events and their positive feedback.</p> | Codex depends heavily on the capacity and skills of the chairs of subsidiary bodies, and on the resources contributed by their host countries, for the effective development of Codex texts. |
| | 5.3 The critical review process is conducted by CCEXEC in a better informed and more efficient manner. | <p>5.3.1 Review and clarify the role of CCEXEC in respect of critical review of both the process by which new work proposals have been advanced, and their content.</p> <p>5.3.2 Train new coordinators, members and new contact points on their roles and responsibilities.</p> <p>5.3.3 Carefully consider the number of Electronic Working Groups (EWGs), versus drafting groups.</p> | <p>1. The role and responsibilities of CCEXEC is well defined and universally understood.</p> <p>2. Critical review is conducted thoroughly by CCEXEC members, in adherence to work priority criteria.</p> | <p>1. CCEXEC recommendations to CAC are supported.</p> <p>2. Number of participants in training events and their positive feedback.</p> <p>3. Prioritization of proposals to establish new EWGs.</p> | <p>While the critical review of ongoing work has improved, the approval of new work that later turns out to be difficult to discontinue, is a cause for concern.</p> <p>In theory the proliferation of EWGs increases transparency. In practice, following the full range of Codex work becomes increasingly difficult for countries with significant resource constraints.</p> |
| | 5.4 Work management practices that maximize collaboration, inclusiveness, transparency and consensus building. | <p>5.4.1 Use of consensus building tools by Chairs.</p> <p>5.4.2 Organize workshops on the principles, mechanisms and importance of consensus in Codex.</p> | <p>1. More robust consensus in support of Codex standards.</p> <p>2. Members' awareness of importance of consensus in the Codex standard.</p> <p>3. Increased transparency</p> | <p>1. The capacity for arriving at consensus in the Codex standard setting process is enhanced.</p> <p>2. Proportion of anticipated Physical and Electronic Working Group reports that are distributed, and their</p> | Collaboration, inclusiveness, transparency and consensus building remain the core values of Codex, and should be reflected in work management practices. |

| Strategic Goal | Objective | Activities | Expected Outcomes | Indicators | Rationale |
|----------------|--|---|---|--|---|
| | | <p>5.4.3 Continue the revitalization process of Regional Coordinating Committees.</p> <p>5.4.4 Physical and electronic Working Group reports are prepared and circulated to members in a timely manner.</p> <p>5.4.5 Chairs of Electronic Working Groups (EWGs) use the Online Commenting System (OCS), where comments are transparent to all, or circulation of member comments to all participants.</p> | <p>in the functioning of physical and electronic Working Groups.</p> <p>4. Wider participation in the work of EWGs.</p> | <p>timeliness.</p> <p>3. The number of EWGs using the OCS and EWGs where all comments are circulated.</p> | |
| | <p>5.5 Co-operation with other relevant international organizations is enhanced, while respecting Codex principles and values.</p> | <p>5.5.1 Promote collaboration in standards developments in Codex with the World Organization for Animal Health (OIE) and the International Plant Protection Convention (IPPC) on standards that affect Codex and those organizations.</p> <p>5.5.2 Promote cooperation with other relevant international organizations to enhance awareness and understanding of Codex standards, and support for the development of relevant Codex standards.</p> | <p>1. Advancing synergies with the food standards developed by other relevant international organizations.</p> <p>2. Manage any potential gaps, duplications and inconsistencies in standards across organizations.</p> <p>3. Enhance awareness and understanding by other organizations of Codex standards.</p> <p>4. Enhance awareness and understanding by Members of the relation between Codex and other relevant international organizations.</p> | <p>1. Increased communication between Codex, OIE and IPPC.</p> <p>2. Number of standards that are harmonized between sister organizations.</p> <p>3. Number of issues related to consumer protection and fair practices in the food trade that are referred to Codex by other organizations.</p> | <p>Increased communication between Codex and other relevant international organizations will promote appropriate cooperation. It is important that such interactions respect Codex values, for example in terms of inclusiveness and transparency in the development of any Codex text.</p> |

Appendix I - QUESTIONS ARISING FROM COMMENTS RECEIVED

1 Specific drafting questions addressed to CCEXEC

1.1 There are alternative proposals for the wording of the Strategic Vision Statement. The draft vision statement discussed by CCEXEC74 is: “*The Codex Alimentarius Commission establishes globally recognized international food standards that are used world-wide to protect consumer health and promote fair practices in the food trade for everyone, everywhere*”. This has been developed through the Electronic Working Group (EWG) process into: “*To be the preeminent international food standards setting body that establishes globally recognized international food standards that are used world-wide to protect consumer health and promote fair practices in the food trade for everyone, everywhere*”. There is a proposal that this is now simplified to: “*Codex Standards are used everywhere to protect the health of consumers and promote fair practices in the food trade*”. Which formulation does CCEXEC prefer?

1.2 There are alternative proposals for the wording of Strategic Goal 1. The draft Strategic Goal 1 discussed by CCEXEC74 is: “*Codex standards address members’ demonstrated current, emerging and critical issues*”. The EWG suggested a change to: “*Codex standards address members’ current, emerging and critical issues*”. There is a proposal that this is now simplified to: “*Codex standards respond to members’ needs*”. Which formulation does CCEXEC prefer?

1.3 There are alternative proposals for the wording of Strategic Goal 3. The draft Goal 3 discussed by CCEXEC74 is: “*Codex standards are globally used*”. The EWG suggested a change to: “*Codex standards are widely used globally*”. There is a proposal that this is now changed to: “*Codex standards are used widely for protection of health of consumers and ensuring fair practices in the food trade*”. This is similar to, and risks confusion with, the new proposal for a simplified Strategic Vision Statement, if adopted. Which formulation does CCEXEC prefer?

1.4 The point was made in discussions at CCEXEC74 and again through the EWG process that the preamble of the current strategic plan is well balanced and could be used as the starting point for this draft, with any proposed amendments subject to scrutiny. Therefore:

- The current strategic plan mentions “consumer concerns” in two places, and also includes a footnote in order to provide additional clarity on the meaning of this term. This revised draft follows the lead of the current strategic plan, retaining the mentions of “consumer concerns” in the two analogous passages and incorporating the footnote. Is CCEXEC content?
- The current strategic plan includes reference to “climate change” as a factor that may impact on food safety and fair practices in food trade. Although climate change per se is outside the remit of Codex, there is a widely held view that climate change is likely to impact on the work of Codex through changes in the environment and pressures on agriculture and farming practices. Is CCEXEC content to retain this wording?
- The current strategic plan includes “consensus building” as one of the core values of Codex. Is CCEXEC content to retain this wording, rather than the alternative “consensus”?

1.5 Should a new objective be added to Strategic Goal 3, that “*the legitimacy of Codex standards is ensured by consensus-based standard setting*”?

1.6 Objective 5.1 currently includes the indicator that “*the time to develop the Codex standards, guidelines and related texts has been reduced*”. There has been the suggestion that balance is needed, recognizing that time is sometimes needed to achieve consensus, which remains one of our core values. The proposal has been received that we should consider replacing this indicator with one along the lines of: “*x% of standards are adopted using the accelerated procedure; y% of standards are adopted within 5 years of the approval of new work*” and so on. Should we change this indicator in this way? If so, what are the appropriate measures and targets?

1.7 Objective 5.4 includes the activity “*continue the re-vitalization process of Regional Coordinating Committees*”, without any rationale, expected outcomes or indicators. Is this an important activity? If so, what are the corresponding rationale, expected outcomes and indicators?

2 General questions addressed to CCEXEC

2.1 The section of the preamble on “drivers of change” draws heavily on the text used in the previous strategic plan. Is there an authoritative, globally-relevant analysis of what has changed in the food trade/food safety environment over the past five years that we could draw on to identify further implications for Codex?

2.2 Several EWG members proposed significant revisions to the various parts of the action plan, in recognition of the scale of resources likely to be available and as a result suggesting priorities for the work to be done. Where there are similar views between members of the EWG that commented, these have been incorporated into this draft. Is the scope of the ambition in the revised action plan now appropriate? Has the revised action plan prioritized the most important issues for Codex to address in the period to 2025?

2.3 The terms of reference for this work include “*clearly identifying for each activity the responsible party/parties and the timescale for delivery*”. This work has not yet been done. How can we best ensure it is undertaken in a timely way?

3 General questions addressed to Regional Co-ordinators

This is the global strategic plan, but should also reflect the issues that the various Codex regions face. Have the regions conducted any evaluation of the previous plan(s) to identify, in respect of their regions, what has worked, what has not worked, and draw lessons to help shape the further development of this plan?