



**JOINT FAO/WHO FOOD STANDARDS PROGRAMME
CODEX ALIMENTARIUS COMMISSION
38th Session, CICG
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UPDATE ON THE CODEX COMMUNICATION STRATEGY
(Prepared by the Codex Secretariat)**

INTRODUCTION

1. EXEC67 (2012) welcomed the development of a comprehensive communication strategy which would contribute to the implementation of Activity 5.6. "Enhance communication about Codex work at international and national levels" of the Codex Strategic Plan 2008-2013, and requested the Secretariat to study the possibilities for developing a communication strategy for Codex in close collaboration with FAO and WHO legal services and communication departments.
2. At EXEC68 (2013) the Secretariat confirmed that it had prepared a brief document, (following consultation with FAO and WHO legal, communications and technical departments), outlining the steps that could be taken to develop a Codex Communication Strategy.
3. At CAC36 (2013) the Secretariat made available the information paper¹ as described to EXEC68 above.
4. At EXEC69 (2014) the Secretariat presented a verbal progress update on the Codex Communication Strategy based on preliminary findings from the online survey on perceptions of Codex amongst stakeholders. The Executive Committee encouraged the Secretariat to conclude the exercise and present a report to the next session.

DEVELOPMENT OF COMMUNICATION STRATEGY

5. The Codex Secretariat received the final report "Codex Alimentarius global stakeholder survey" in January 2015.
6. In collaboration with FAO and WHO the Codex Secretariat subsequently drafted a Codex Communications Strategy
7. The Codex Communication Strategy (2015-2017) is attached to this document as Appendix I for consideration at the Commission.

RECOMMENDATION

8. It is recommended that the Commission:
 - a. note the update on the development of the communication strategy;
 - b. request the Secretariat to incorporate the comments made at EXEC70 and CAC38 into the strategy;
 - c. request the Secretariat to start implementing the strategy in continued liaison with FAO and WHO and;
 - d. present an update report on the preliminary outcomes of the strategy to the next Exec and Commission sessions (2016).

¹ CAC/36 INF/10



June | 2015

Codex Alimentarius Commission
Communications Strategy 2015-17
Codex Secretariat

CX/CAC 15/38/22 Appendix I

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Codex Strategic Vision Statement

To be the preeminent international food standards-setting body for protecting the health of consumers and ensuring fair practices in the food trade²

Introduction

The Codex Communications Strategy provides the link between the Strategic Goals and Objectives of the Codex Alimentarius Commission (CAC) and communications planning and delivery in the Codex Secretariat.

The Strategy explains to Members, Observers, Committee hosts, the Codex parent organisations FAO and WHO and the Codex Secretariat how communications will support Codex Strategic Goals and Objectives. It establishes a common understanding of audiences and priorities to ensure continuity and consistency in communications over an extended period.

The Strategy outlines:

- clear and measurable objectives;
- relevant audiences;
- top-line messages;
- key activities, roles and responsibilities;
- assumptions, risks and risk mitigation plans.

This Communications strategy, in line with the decisions taken by the Executive Committee of the Codex Alimentarius Commission in its 69th Session (2014) is designed to support the current Codex strategic plan 2014-2019.

As reported to CAC in 2014, the agreed first phase in the development of the communications strategy was a survey to assess how Codex was known and perceived by different stakeholders (see Appendix I). Where appropriate the specific indications of the survey and additional comments from the survey company *Green Ink* have been adopted in this strategy.

Context

The starting point for this communications strategy is understanding how Codex operates. Figure 1 (page 4) illustrates the relationships between the Codex Secretariat and its stakeholders and also the flow of resources that allow Codex to function. Recognising these relationships and their potential are central to this strategy.

The core Codex team is made up of the Codex Secretariat working together with the Parent Organisations (FAO and WHO), Host Governments, Chairpersons and Regional

² Codex Alimentarius Commission Strategic Plan 2014-2019

Coordinating Committees to provide the best possible service to Member States. Broadly speaking, Codex provides the forum to elaborate food standards that countries are then able to implement.

The strategy also considers the corporate policies of the Codex parent organisations FAO and WHO. This strategy positions Codex as a **trustworthy, consistent** and **authoritative** source in its specific field of operation³ operating with transparency and through consensus. It also reflects the goals of an organisation that pursues **excellence**; one that is *effective, efficient, responsive, transparent* and *accountable*⁴.

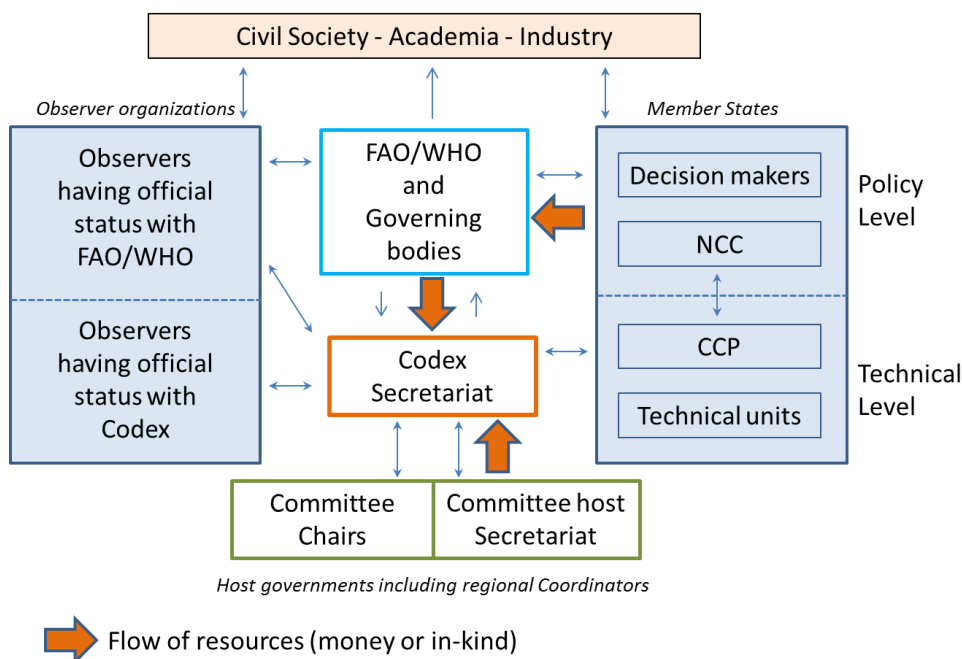


Figure 1. The relationships between the Codex Secretariat and its stakeholders

FAO and WHO governing bodies play a critical role in raising awareness of the work of Codex among Member States, especially via the Rome and Geneva-based missions. Member States ultimately decide on the funding of the Codex Alimentarius. Through the access the Codex parent organisations can provide, Codex will regularly reinforce the importance of its work in international standard setting to secure its long-term economic future.

Codex will reinforce communications with a broader range of Observer organisations who can ensure Codex work is effective and its outputs widely implemented.

Above all this strategy plays to the strengths of Codex: its reputation, scientific rigour, consensus-driven power and transparency. Better visibility for the often hidden but essential work of food safety standard setting will enable Codex to enhance its ability to protect consumer health and ensure fair practice in the food trade.

³ FAO Corporate Communication Policy 2014

⁴ Objectives of WHO reform (doc EBBSS/2/2)

Mission and objectives

The Codex communications strategy is aligned with the mandates of its parent organisations as well as with the Codex Strategic Goals and Objectives. More specifically the strategy has its roots in the following strategic goals:

- Codex Strategic Goal 2 – *Ensure the application of risk analysis principles in the development of Codex standards*⁵;
- Codex Strategic Goal 3 – *Facilitate the effective participation of all Codex Members*;
- Codex Strategic Goal 4 – *Implement effective and efficient work management systems and practices*.

Mission statement

By introducing efficient means of communication, the Codex Secretariat will facilitate the effective participation of all Codex stakeholders

Key communications objectives

Codex will use understandable, jargon-free messages that highlight the role and importance of Codex. Communication products will be targeted to particular groups and links made between the role of Codex standards, guidelines and codes of practice and protecting public health and delivering economic benefits.

The following communications objectives will support the Codex Strategic Plan. They will drive the strategic decision-making process and provide focus for future evaluation of the communications strategy.

The Codex communications strategy will:

1. **Establish** clear and transparent communication channels (internal and external) for the Codex secretariat.
2. **Ensure** that Codex members receive regular, consistent, reliable, relevant and useable communication to strengthen their knowledge, build their capacity and promote their active participation in the work of international standard setting.
3. **Enable** Codex Committee Chairpersons and Codex host governments to receive relevant and useable guidance to strengthen their knowledge, to streamline and harmonise the way committees function and to guarantee their effective role in the work of international standard setting.
4. **Assist** the parent organisations, FAO and WHO, in advocacy and effective communication with Member States on matters pertaining to Codex and related activities.

⁵ Specifically 2.1.4 “Communicate the risk management recommendations to all interested parties”

5. **Engage** Observers to support collaboration and cooperation in the development of Codex standards.

Codex will continue to develop its relationship with the parent organisations, as they are excellent vehicles for carrying the Codex message to Member States and consequently onto the wider public and consumers. Codex will consistently communicate its work and achievements in standard setting showing how this work relates to consumer issues such as food safety. It will also provide summary reports or news items in lay language that can quickly be disseminated through FAO and WHO corporate channels, social media and the Codex website.

The Codex Secretariat will maximise opportunities to engage Member States and, in liaison with WHO and FAO, conduct media briefings on Codex activities when appropriate. The CAC sessions are ideal for connecting to a wider audience and the Codex Secretariat communications team, in liaison with FAO and WHO, will ensure that a communications plan is in place that makes the most of this.

Target Audiences

The Codex Alimentarius is a global reference point for consumer groups, food producers and processors, national food control agencies and international food trade. Codex offers a unique forum for all countries to join in formulating and harmonising global food standards.

Audiences for this communications strategy are defined based on their connection to Codex standards. Figure 1 (page 4) highlights the stakeholders who are influenced by the existence or absence of a Codex standard. Codex has direct and indirect relationships with Member States and connects to industry, academia and civil society through intergovernmental and non-governmental Observer organisations. Whether or not they are aware of its existence Codex ultimately also affects the lives of consumers.

Key audiences

Codex's key audiences are 1) those who hold the key to success or failure of international food standard setting and 2) those who influence those people.

There is also a wide internal audience in the parent and sister⁶ organisations that will be engaged to further the Codex communications objectives.

In addition to the commitment required to guarantee strong internal communication within the Codex Secretariat and with parent organisations FAO/WHO, there are four broad external audience categories:

1. Codex members

Member States established Codex through an FAO Conference resolution in 1961 and a World Health Assembly resolution in 1963. Their continued commitment to Codex is key to

⁶ The International Plant Protection Convention (IPPC) and the World Organisation for Animal Health (OIE)

the sustainable functioning of Codex. Currently in Codex there are 185 member countries and the European Union. Connecting with this group is at the core of the communications strategy.

The communication with Codex members needs to take place at two distinct levels: policy and strategic dialogue at the highest levels of government including policymakers and those who influence financial decisions mainly through the governing bodies of FAO and WHO; and the technical day-to-day communications between the Codex Secretariat and national Codex Contact Points.

Working through national standard setting bodies or ministries where Codex Contact Points (CCPs) sit, will promote Codex's work and enhance its visibility, reputation and effectiveness. Consistent, effective and targeted communication will help Codex understand which members require what type of support in standard setting (and then provide that support), and recognise when members can host committees or meetings or perhaps become donors to the Codex Trust Fund Successor Initiative.

Governments are more attentive to communications about issues with instant impact (e.g. breaking news stories about food contamination, fraud issues, or animal diseases) than those regarding the work of Codex. The standard setting process may span several political cycles. It is vital, therefore, to make connections between the work of Codex and national implications for food safety, trade, or issues such as nutrition, to ensure that standard setting is recognised on the political agenda and resources are allocated.

When Codex communicates effectively with its members, they in turn will be better positioned and prepared to explain to their national audiences what Codex is and why it is relevant.

2. Codex Committee Chairs, Host Secretariats and Regional Coordinators

Codex Committee Chairpersons, Committee Host Secretariats and Regional Coordinators are a vital conduit for the communications strategy. They must be well informed and, where necessary, assisted in guaranteeing that the work of their committees reaps the benefits of this strategy. Due to their role inside the Codex machinery, it is of paramount importance that individual Committees and Chairpersons receive all relevant information from the Secretariat in a timely and inclusive fashion, so as to be able to cooperate with each other and the Secretariat to the fullest extent.

3. Codex Observers

The Codex Observers may have different goals in the standards setting process than those of members, but they play an important and active role in the implementation of approved standards. The Codex Secretariat will communicate regularly with observers in much the same way as it communicates with members.

The Codex Secretariat will continue to develop and strengthen its relationships with intergovernmental organisations such as the World Trade Organisation and its Sanitary and Phytosanitary Measures (SPS) Committee and the Technical Barriers to Trade (TBT) Committee, the World Organisation for Animal Health (OIE) and the International Plant Protection Convention (IPPC). Similarly Codex will continue to collaborate with active

consumer and food industry organisations and other collaborative platforms (e.g. the Global Food Safety Initiative) and standard setting bodies (e.g. the International Organisation for Standardisation).

4. Other audiences

The output of Codex affects not only people that work directly with standard setting but also the general public including a multitude of other figures (e.g. public health professionals, lawyers, business people, consultants, politicians, academics, laboratory technicians). These groups will be offered at least an introduction to the role of Codex and be given access (in appropriate language) to its activities. The nature, scope and far-reaching impact of Codex work would make the above categories and specialist groups a natural target for Codex communications.

By enhancing these relationships and directing messaging in the technical and scientific arena Codex will consolidate and strengthen its reputation and relevance amongst these groups, which will enhance the perceived relevance of Codex Alimentarius and its work.

Channels

Communications have changed dramatically since the birth of Codex. It is now possible for a global audience to connect instantly to Codex via computer, smartphone or tablet, even from the most remote locations. Codex will take advantage of newer channels, beyond paper, and exploit opportunities to communicate with a range of audiences in real time. Mindful also of areas where internet connectivity is still not guaranteed, Codex will package its messages in simple presentation kits that are easily distributed and enable national administrations to talk about Codex.

Top-line Messages

At the strategic level it is important to consider the promises or propositions that Codex wishes to make to its audiences. Such propositions must always be accompanied by top-line messages: the most important points Codex wishes to get across whether *informing*, *explaining* or *making specific proposals for change*.

These messages will provide audiences with access to Codex's work as well as the wealth of data, standards, knowledge and information at the heart of standard setting.

The Codex main messages include the following:

- Safe, good food is essential for all people, the environment and the economy;
- Standard setting (through science, by consensus and in complete transparency) is a shared responsibility, vital for food safety and for ensuring fair practices in the food trade;
- Adopting Codex standards and funding their development is a wise and appropriate use of national budgets;
- Consumers have the right to expect that any purchased food is safe and of expected quality;

- Strengthening national food safety regulatory frameworks is essential to meeting that expectation;
- Enhancing member country participation in standard setting work will increase the relevance of Codex;
- Codex is a joint venture of FAO and WHO. These organizations provide scientific advice to Codex, assist countries to better engage in Codex and to implement adopted Codex standards.

This messaging supports/relates to FAO's Strategic Objective 4 (SO4) "Enable inclusive and efficient agricultural and food systems", where Codex is located. It is also aligned with the Outcome 5.4 on food safety in WHO's Twelfth General Programme of Work 2014-2019: "All countries are adequately prepared to prevent and mitigate risks to food safety".

Identity

In a world dominated by instantaneous exchange of information and unprecedented access to data, the importance of identity is undeniable. What values should be associated with "Codex Alimentarius"? How should Codex identify itself in the world of standard setting working within the framework and image of its parent organisations?

From web design to news articles, publications and even business cards, the Codex Alimentarius needs an identity even if only a font type and standard colour.

Activities

The Codex Secretariat communications team activities⁷ and preliminary target outcomes are linked to the main communications objectives. A detailed timeline will be developed by the communications team, led by the Senior Officer, and described in a workplan once the communications strategy has been adopted.

Codex is continually working through its committees (convening an average of 20 meetings a year) and produces a range of publications as well as the Standards themselves. To some extent Codex food standards officers also participate in other food related meetings, events and conferences, and the Codex Secretariat will take better advantage of these opportunities to disseminate knowledge about Codex to its most crucial stakeholders.

Codex communication materials will be designed to make people sit up and listen and then inspire action. All messaging should filter down consistently from Codex to its contact points globally and then locally.

The activities identified within the communications workplan must be fully agreed by the Codex Secretariat and must also be closely aligned with the goals, and messaging of FAO/WHO to both maintain consistency of implementation and exploit harmonisation opportunities.

⁷ Information on the staff and resources required to implement the strategy can be found in Appendix I.

The Communications Strategy will likely require adjustment moving forward and the Senior Standards Officer in the Codex Secretariat with responsibility for communication will liaise on a quarterly basis with the parent organisations, and their respective representatives for communications, to present updates to the workplan for input and clearance.

Objective 1

Establish clear and transparent communication channels (internal and external) for the Codex secretariat.

Activities:

1. Implement Codex Secretariat document management, workflow and distribution policies and platforms⁸ that support better collaboration and efficiency within the Secretariat and more rapid distribution of information to stakeholders.
2. Redesign and reorganise the codexalimentarius.org website to provide an appropriate mix of content based on the needs of the Codex key audiences (and the availability of resources in the Secretariat to generate content).
3. Publish news on a regular basis.
4. Provide tools, techniques and capacities to assist Food Standards Officers in delivering Codex key messages consistently at every opportunity when engaging with stakeholders⁹.
5. Launch social media trial with Twitter and LinkedIn.

Target

- By CAC40 (July 2017) over 80% of stakeholders surveyed rate the timeliness and accessibility of Codex communications as “excellent” or “good”.

Baseline¹⁰ - While 92% of stakeholders indicated the accuracy of Codex Alimentarius communications as “excellent” or “good”, only 61% rated timeliness as either “excellent” or “good”.

Indicators

- Publication delay (in relation to meeting dates) of working documents and committee reports;
- News articles published, opened, clicks on links;
- Mentions of Codex in meeting reports of other organisations;
- Number of followers on social media.

Objective 2

Ensure that Codex members receive regular, consistent, reliable, relevant and useable communication to strengthen their knowledge, build their capacity and promote their active participation in the work of international standard setting

Activities:

1. Provide Codex Contact Points with the necessary support and communications tools and products explaining Codex’s work to empower them to reach in-country stakeholders.
2. Ensure timely communication with Codex Contact Points so they receive the right information (e.g. accessible and useable reports/information in the right language).

⁸ Using Microsoft Sharepoint, Forum discussion boards and an online commenting system.

⁹ Participation in meetings will be more strategically planned to include all higher-level professional officers from the Codex Secretariat and ensure that any attendance will result in at least a paragraph (either spontaneous or pre-prepared with the Secretariat’s communication officer) in the meeting report.

¹⁰ Green Ink Global Stakeholder Survey 2015.

3. Implement online systems (regional websites¹¹, mailing lists, document distribution channels, registration systems, discussion forums for electronic working groups etc.) that are simple, reliable and user friendly.
4. Provide tools and capacity, in conjunction with FAO/WHO¹², including e-learning for CCPs and their national stakeholders, to show how standard setting works and how (for example) to bring new work from the national level for formal presentation at a Codex committee¹³.

Target

- By CAC40 (July 2017) over 50% of stakeholders surveyed state that “most people in your community know about Codex but not well”.

Baseline – Only 41% of technical stakeholders and 29% of policy stakeholders stated that Codex was “known but not widely” in their “communities”.

- By CAC40 (July 2017) over 60% of Codex Contact Points have received and utilised communication products from the Codex Secretariat.

Indicators

- Percentage of Codex committees using the forum platform for Electronic Working Groups;
- Availability of a Codex digital presentation in English, French and Spanish;
- Number of responses to Codex members training needs online survey;
- Availability of the new edition of “Understanding Codex”;
- Availability of e-learning strategy;
- Percentage of Codex archive online and searchable;
- Publication of the contents of the current Procedural manual on the Codex website in a deconstructed, more accessible format.

Objective 3

Enable Codex Committee Chairpersons and Codex host governments to receive relevant and useable guidance to strengthen their knowledge, to streamline and harmonise the way committees function and to support their effective role in the work of international standard setting.

Activities:

1. Survey Codex Committee Chairpersons and Codex host governments to identify key areas for capacity building and opportunities for harmonisation.
2. Provide capacity development opportunities including through the annual Codex Chairs’ residential workshop.
3. Convene meetings of Codex host government representatives to discuss common issues with a view to increasing effectiveness of meeting operations.

Target

- By end 2015 Codex Chairpersons survey completed by all (23) active committee Chairs and host government representatives.
- By February 2016 Capacity building initiatives for 2016-2017 are planned.

¹¹ An example of the type of website envisaged is available at <http://cdxdemo.dprm-lab.com/>. The demo regional section has been developed in close collaboration with CCLAC in Costa Rica (outgoing Chair) in order to understand regional requirements and possibilities as well as allowing the Secretariat to focus on content in an official language other than English.

¹² Also in collaboration with the Codex Trust Fund

¹³ A “Codex diploma” award for those completing the training would add value to the initiative and enhance the competence and participation of members in the work of Codex.

- Meet all host government representatives by July 2017.

Indicators

- Number of responses to survey;
- Readiness of capacity building initiative plan;
- Number of meetings held with host government representatives to discuss communications.

Objective 4

Assist the parent organisations, FAO and WHO, in advocacy and effective communication with Member States on matters pertaining to Codex and related activities.

Activities:

1. Analyse the visibility of Codex and Codex-related activities of FAO/WHO in FAO/WHO governing bodies and identify ways to improve or maintain the level of visibility.
2. Develop high-level communication material to link the SDGs and other relevant high-level political commitments with the Codex mandate.

Target

By CAC40 (July 2017) hold a side event or present the work of Codex in a high-level event of the FAO and WHO governing bodies¹⁴.

Indicators

- Completion of analysis on visibility;
- Level of participation at FAO/WHO high-level events;
- Number of high-level communications products produced.

Objective 5

Engage Observers to support collaboration and cooperation in the development of Codex standards.

Activities:

1. Review the status of engagement of all Codex Observers based on their reports and other relevant information, in accordance with the existing provisions of the Procedural Manual and analyse where cooperation is strong, weak, or inexistent.
2. Continue close collaboration with the most relevant intergovernmental organisations and seek participation in key meetings related to the work of standard setting.
3. Ensure visibility of Codex when engaging with consumer and food industry organisations and other collaborative platforms through active participation in meetings and seminars.
4. Establish and promote events (seminars, presentations, keynote addresses) in conjunction with FAO/WHO on topics that highlight the work of Codex¹⁵.

Target

- By December 2015, Codex plans a series of hosted events up to CAC39 in July 2016.
- By July 2016 the collaboration between Codex with Observer organisations is visible in reports and publications and disseminated through the Codex website.

¹⁴ e.g. World Health Assembly, FAO Conference

¹⁵ By communicating who Codex is and what it does, Codex will build its reputation, harness resources and demonstrate how it connects to other divisions and sectors in house.

Indicators

- Number of hosted events planned;
- Number of examples of Codex cooperation in relevant reports and publications.

Assumptions, risks and mitigation

Assumptions

In developing this communications strategy, it has been assumed that Codex can achieve its vision of pre-eminence in food standards setting by both adherence to Codex core values and by actively seeking greater understanding and awareness of Codex work amongst stakeholders.

It is also assumed that the proposed activities can be funded through current Codex budgets without risk of shortfall over the life cycle of the plan.

Risk and mitigation

A current Google search of the words “*codex alimentarius*” produces around 580,000 hits. In the first 30 results, approximately 30% are pages with a negative connotation of Codex.

Increasing Codex’s exposure online and through other channels brings an increased risk of negative attacks and criticism.

This possible risk can be mitigated by strong top-level messaging supported by active monitoring of web and social media and transparent and scientifically comprehensible supporting documentation being available through the official web site.

Positive enhancement of the Codex message through parent organisations, publications and effective use of the codex website will also be important. The strategy will be successful if the Codex communications team, and the Secretariat as a whole, work effectively with Codex contact points, Committee Chairpersons, regional coordinating committees and all major stakeholders to explain Codex at the national level.

Evaluation

It will be important to evaluate the performance of the communications strategy to see if understanding, opinions or behaviour have changed regarding Codex Alimentarius.

Preliminary targets linked to objectives are indicated in the Activities section of this strategy.

Canvassing Codex Contact Points (and perhaps even staff within WHO/FAO) by e-mailing a questionnaire on their expectations and needs vis-à-vis Secretariat services will be an immediate priority, both to establish some additional baseline data to the 2015 Green Ink Stakeholder survey and to develop additional regional and national priorities for the strategy itself.

The Secretariat will also collaborate with the Codex Trust Fund to harmonise the monitoring and evaluation process of this strategy.

A new global stakeholder survey, with wider and better-targeted potential respondents, adding industry or non-state actors, and/or participation (resources permitting) in an accredited global survey¹⁶ on an annual or biennial basis will map progress at the international level. Other tangible outputs will be the active participation of more and new actors in the work of Codex standard setting, new publications, the number of website visits, engagement (e.g. likes, shares, comments) on social media and the success of resource mobilisation and training programmes and products.

Quantitative and qualitative analysis will be collected and evaluated by the communications team and feed into the refinement of the strategy over time.

Conclusion

The Codex parent organisations' mandates speak to the cooperation among scientists and the promotion of scientific research to give all countries access to knowledge that is understandable, compelling and actionable. They speak to developing international standards and to building and nurturing local expertise. They speak to helping the public to understand all matters of health.

Codex promotes collaboration, inclusiveness, consensus building and transparency. These same values and those inherited from its parents will drive the team delivering communications in the Codex Secretariat to strategically and practically implement an ambitious programme of activities.

Successfully defining, realising and communicating the top-line messages and addressing the vision of success in standard setting, in agreement with the parent organisations, will help ensure that Codex realises its communications goals. **Establishing** the right communication channels, **ensuring** support to members, **enabling** Committees to achieve more, **assisting** parent organisations with advocacy and effective communication with Member States on Codex related matters, and positively **engaging** observers and all Codex stakeholders will promote and improve the work of the Codex Alimentarius.

Appendix I

Green Ink Codex Global Stakeholder Survey Report January 2015

It is the considered opinion of the Codex Secretariat that the results of the survey failed to provide wide-reaching quantitative analysis for the communications strategy to build on. Only 86 technical partners and 24 policy stakeholders¹⁷, plus 12 semi-structured telephone interviews, provided completed data for the survey. This was low for a "global" survey and has only allowed the Secretariat to confirm rather generic principles for the establishment of a communications strategy.

¹⁶ e.g. The WIN/Gallup Global Barometer

¹⁷ Data further skewed by 22 of the original 49 policy stakeholder responses coming from the same country

Green Ink recommend the use of a restructured and visually enhanced Codex website as the primary vehicle for communications, accompanied by emailed newsletters (with tracking) and the use of social media if the human resources are available to maintain this kind of channel (e.g. Twitter) open and active.

Green Ink also recommend that Codex clarifies its role to its primary audiences (Technical and Policy partners) with regards to who develops and implements food safety standards. They further recommend that Codex publish clear, comprehensible and easily found statements of what exactly Codex Alimentarius does with clear distinctions between the Commission and the Secretariat.

Noted by *Green Ink* but also well known, especially from the reports of the FAO/WHO Regional Coordinating Committees and Codex Contact Points, is that communication from the Codex Secretariat needs to be timely and, notwithstanding the constraints linked to translation costs, in languages that members can use and disseminate nationally. This is the first, essential, basic step in encouraging effective participation in the work of Codex from the regions especially in those developing countries and/or where English is not the working language.

The full report is available [here](#)¹⁸.

Appendix II

Roles and Responsibilities

The following staff will be required to launch and implement this strategy.

1. Senior Standards Officer will take responsibility for communications to manage the strategy;
2. Consultant communications specialist to implement the strategy;
3. External consultants¹⁹:
 - a. web consultant for website redesign and subsequent updates;
 - b. e-learning instructional designer for training materials of varying complexity to be used in presenting Codex Alimentarius²⁰;
4. Codex language specialists re-assigned to facilitate the multi-lingual development of content and messaging.

It will not be the role of Food Standards Officers to necessarily write content, this will be the role of the communications specialists, however all staff throughout Codex should understand and adopt the top-level messaging in their work and seek opportunities to engage audiences with this messaging.

¹⁸ ftp://ftp.fao.org/Codex/Evaluation/Stakeholder_surveyreport2015.pdf

¹⁹ Where possible, in-house resources will be identified to fulfill these tasks

²⁰ Further to discussion with FAO Food Safety and Quality