



JOINT FAO/WHO FOOD STANDARDS PROGRAMME
FAO/WHO COORDINATING COMMITTEE FOR THE NEAR EAST

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CODEx STRATEGIC PLAN 2020-2025 – ROADMAP TO IMPLEMENTATION

(Prepared by the Codex Secretariat)

1. INTRODUCTION

1.1. The Codex Alimentarius Commission (CAC) develops its periodic strategic plans with the objective of advancing its mandate to develop food safety and quality standards to protect consumer health and promote fair practices in food trade. These plans serve to highlight the mission and vision of Codex in an ever-changing world and focus the work of CAC on the key needs and concerns of its Members, taking into consideration the prevailing food safety and quality situation.

1.2. The development of a Strategic Plan for an organization with a large and diverse membership can be challenging. Its implementation demonstrates the real success, and therefore good planning to facilitate its realisation is critical. This paper aims to facilitate discussions on the development of the work plan to support implementation of the Codex Strategic Plan 2020-2025, and in particular the identification of activities to be implemented by CCNE and its Members over the next two years.

2. BACKGROUND

2.1. CAC42 adopted its Strategic Plan¹ for the period 2020-2025. The new Strategic Plan builds on the Strategic Plan 2014-2019, but with some key differences. It includes a new goal, which focuses on increasing impact through the recognition and use of Codex standards. It has refined the objectives under each of the five goals and reduced the number of indicators with a greater focus on outcome indicators. It also has not defined the specific activities to be undertaken to achieve each of the goals, but rather defined the responsible parties in each case. This provides greater flexibility in terms of implementation of the new Strategic Plan. The Strategic Plan 2020-2025 explicitly states that it will be reviewed together with the work plan for implementation every two years. This approach provides the opportunity to adjust the work plan in accordance with the progress, prevailing conditions and other relevant factors. This also supports the development of shorter more focussed work plans that are updated every two years.

2.2. The 77th session of the Codex Executive Committee (CCEXEC77) established a sub-committee to lead the development of the implementation work plan and among its tasks is to inform and support discussions at the FAO/WHO Regional Coordinating Committees (RCCs) on the implementation of the Strategic Plan.

2.3. CAC42² further encouraged all Members to participate in the development of the work plan for implementation through the upcoming discussions at RCCs as well other fora as they arise. This is in line with the inclusive and participatory approach that was implemented in the development of the Strategic Plan between CAC41 and CAC42.

3. LEARNING FROM THE PAST

3.1. The Strategic Plan 2020-2025 is the fourth strategic plan of the Codex Alimentarius Commission. This provides an opportunity to learn from experiences and improve based on lessons learned. For the Strategic Plan 2014-2019, annual reports were prepared and presented to CCEXEC³ highlighting challenges with implementation and monitoring.

¹ See Appendix I

² REP19/CAC, para 122

³ See CX/CAC 15/38/12 (2015); CX/EXEC 16/71/5 (2016); CX/EXEC 17/73/5 (2017); CX/EXEC 18/75/3 (2018).

3.2. In addition to the global strategic plans, the regions have in the past developed regional strategic plans, although half have now abandoned such plans given the challenges with implementation and the duplication with efforts to implement the global strategic plan.

3.3. The participatory approach in the development and consensual agreement to the adoption of the Codex Strategic Plan 2020-2025 confirms that it is possible to have one global plan for all Codex Members. The nature of the plan provides sufficient flexibility for regional prioritization in terms of implementation, so that the key concerns of any given region can be adequately addressed under the umbrella of one strategic plan.

4. RESPONSIBILITY FOR ACHIEVEMENT OF THE STRATEGIC PLAN

4.1. CAC subsidiary bodies and Members have a responsibility to support achievement of goals 1-4 of the strategic plan with Regional Coordinators playing a role in achievement of goal 5. All responsible parties are listed in Table 1. In this context the activities to be undertaken by CCNE to support the achievement of Goals 1, 2 and 3 and by Member Countries to support the achievement of Goals 2, 3 and 4 should be explicitly addressed by the Committee.

Table 1: Responsible parties for achievement of the Codex Strategic Goals

Goal	Objective	Responsible party
1. Address current, emerging and critical issues in a timely manner	1.1 Identify needs and emerging issues	CAC subsidiary bodies CCEXEC CAC
	1.2 Prioritize needs and emerging issues	
2. Develop standards based on science and Codex risk analysis principles	2.1 Use scientific advice consistently in line with Codex risk analysis principles	CAC subsidiary bodies
	2.2 Promote the submission and use of globally representative data in developing and reviewing Codex standards	CAC subsidiary bodies Codex Members
	2.3 Promote sufficient and sustainable funding for expert bodies that deliver scientific advice	CCEXEC CAC Codex Members
3. Increase impact through the recognition and use of Codex standards	3.1 Raise the awareness of Codex standards	Codex Members Codex Observers Codex Secretariat
	3.2 Support initiatives to enable the understanding and implementation/application of Codex standards	
	3.3. Recognise and promote the impact of Codex standards	
4. Facilitate the participation of all Codex Members throughout the standard setting process	4.1. Enable sustainable national Codex structures in all Codex Member Countries	FAO and WHO Codex Members
	4.2 Increase sustainable and active participation of all Codex Members	
	4.3 Reduce barriers to active participation by developing countries.	
5. Enhance work management systems and practices that support the efficient and effective achievement of all strategic goals	5.1 Develop and maintain efficient and effective work management practices and systems.	Codex Secretariat Host country secretariats Chairpersons of CAC subsidiary bodies and working groups Regional coordinators
	5.2 Enhance the capacities of committee and working group chairpersons, regional coordinators and host country secretariats to support the work of Codex.	

5. WORK PLAN DEVELOPMENT

5.1. The Codex Strategic Plan 2020-2025 has a shared ownership among all responsible parties. The process for development and implementation of the work plan should continue to foster that sense of shared ownership.

5.2. The work plan for the implementation of the Strategic Plan should be delivered to CAC43. The work plan will be compiled by the sub-committee of the CCEXEC⁴, based on inputs from all responsible parties. In this context CCNE is asked to consider the following questions:

- i. taking the objectives agreed by CAC42, which can CCNE and Member Countries in the region contribute to the achievement of in the period between now and the next meeting of CCNE?
- ii. for each of these objectives, what activities will be undertaken by CCNE and Member Countries in the region in 2020 and 2021?
- iii. what is the rationale for each of these activities, and what is the anticipated route by which they will contribute to achievement of the outcome identified for the relevant objective?

5.3. CCNE may wish to consider mechanisms outside of the plenary session to facilitate discussions of these questions.

5.4. The identification of time-bound and focused actions, which are limited in number and address the regions' priorities, may help ensure delivery of such activities. Consideration also needs to be given to the reporting mechanism of any identified actions to facilitate monitoring of the implementation of the strategic plan.

5.5. Appendix II provides an overview of the objectives and related indicators for which CAC subsidiary bodies and Members are responsible, as well as a summary of the current situation and possible activities to be considered by CCNE. Appendix III provides a possible template for the output of the discussions of CCNE.

6. RECOMMENDATIONS

6.1. CCNE is invited to:

- i. identify the priority goals/ objectives on which the region will focus its contributions to the implementation of the strategic plan 2020-2025 for the next two years (2020-2022);
- ii. identify the activities to be implemented to support achievement of the prioritized objective and goal by CCNE and Member Countries in the region by CCNE11;
- iii. articulate how these activities will contribute to the achievement of the strategic plan; and
- iv. provide the above for consolidation in the overall work plan as well as general comments on the implementation of the strategic plan for consideration by the CCEXEC sub-committee.

⁴ REP19/EXEC2, para 64 and Appendix III

CODEX STRATEGIC PLAN 2020 – 2025**1. INTRODUCTION**

1.1. The Codex Alimentarius Commission (the Commission) was established by the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO) in 1963. Today, it has 188 Member Countries and 1 Member Organization. In addition, 229 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 risk manager, establishes its standards (this generic term includes guidelines, codes of practice and other texts) which may be used by Member Countries or used by the food trade. The Commission establishes these 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 may also address issues related to food quality and labelling. With increased globalization and increases in the volumes of food traded internationally, the Commission must also be capable of responding in a timely manner to the impacts of emerging trends and challenges on consumer health protection or fair practices in food trade, and to the extent that steps to address those impacts are amenable to standardization.

1.4. In conducting its work, the Commission takes into account, where appropriate, the relevant policies, strategies and guidelines of FAO and WHO, and of other intergovernmental organizations such as the World Organization for Animal Health (OIE), consistent with fulfilling its unique mandate to protect the health of consumers and promote fair practices in the food trade through the development of international food standards.

1.5. International food safety standards established by the Commission are explicitly recognized in the World Trade Organization's Agreement on the Application of Sanitary and Phytosanitary Measures (WTO SPS Agreement). Codex standards also serve as references under the WTO Agreement on Technical Barriers to Trade (WTO TBT Agreement).

1.6. 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.

1.7. The 2020-2025 Strategic Plan:

- Presents the mission, vision, goals, objectives and measurable indicators for the Commission.
- 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 and unique mandate to protect consumer health and ensure fair practices in the food trade.
- 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, including emerging issues, and expectations of its Members during the period 2020-2025.

1.8. This Strategic Plan will be supported by a more detailed work plan that includes activities and milestones that permit tracking of progress toward accomplishment of the goals. The relevant elements of the work plan will be developed and maintained by the responsible parties identified for each of the objectives. The Strategic Plan and its supporting work plan will be reviewed by the Commission in 2020 and then every two years subsequently through its six-year timespan, in accordance with the relevant provisions of the *Procedural Manual*.

1.9. This plan incorporates a new focus on promoting the relevance and use of Codex standards by governments and others to protect the health of consumers and as a reference for ensuring fair practices in the food trade, recognizing the extent to which Codex standards play a fundamental role in trade facilitation.

2. DRIVERS OF CHANGE

2.1. The dynamics of the standard-setting activities undertaken by the Commission have changed dramatically since it was established. Not only has the number of Members increased significantly, Codex has also seen more active participation by its Members, in particular by developing countries¹ engaged in the international food standard-setting process. Sitting alongside programmes for technical cooperation, broader inter- and intra-regional cooperation and the activities of regional economic communities, the FAO/WHO Codex Trust Fund (CTF1&2) is a key initiative in this regard. It supports Codex Members in building robust and sustainable national capacity to engage in Codex with the ultimate vision of all countries engaging fully and effectively in Codex and benefitting fully from Codex standards.

2.2. The focus and needs of Codex Members are also evolving, for example, as they consider the voluntary United Nations' Sustainable Development Goals (SDGs) adopted by world leaders in September 2015². Codex standards can assist Members in their implementation efforts with respect to the 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 the following SDGs.

SDG ³	SDG TARGET ³	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 practices and new methods and technologies in agriculture, through Codex standards.
	Ensuring access by all people to safe, nutritious and sufficient food.	The adoption of food safety standards helps reduce risk of death and illness from food that may otherwise contain chemical or (micro)biological agents at levels higher than those provided for in the standards.
	Combating communicable diseases	Codex also provides guidance on nutritional issues, including the development of Nutrient Reference Values (NRVs), product standards for foods for special dietary uses, and other technical information used in the development of labelling standards.
SDG 3 – ensuring healthy lives and promoting well-being for all, at all ages	Reducing by one third premature mortality from non-communicable diseases through prevention and treatment	Codex also provides guidance on nutritional issues, including the development of Nutrient Reference Values (NRVs), product standards for foods for special dietary uses, and other technical information used in the development of labelling standards.
	Substantially reducing the number of deaths and illnesses from hazardous chemicals	Developing countries are contributing more actively to the international food standard-setting process. CTF supports countries to build strong, solid and sustainable national capacity to engage in Codex and reap the benefits of Codex standards. Codex texts also provide guidelines for Member Countries that can be used to build national capacity in risk analysis.
	Strengthening the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.	Codex standards support the safe and effective production, preservation, inspection, certification and transport of food along the food chain and its appropriate labelling.
SDG 12 – ensuring sustainable consumption and production patterns	Halving per capita global food waste at retail and consumer levels and reducing food losses along production and supply chains, including post-harvest losses	Codex standards support the safe and effective production, preservation, inspection, certification and transport of food along the food chain and its appropriate labelling.

¹ Although there is no established convention for the designation of "developed" and "developing" countries or areas in the United Nations system, in 1996 this concept was introduced to the Standard country or area codes for statistical use (known as M49). From 2018, the M49 adopted the same definition as that used in the final report of the Millennium Development Goals (MDG). See the list of countries in developing regions at <https://unstats.un.org/unsd/methodology/m49/>

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

³ A full description of the SDG goals and Targets is available at: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

SDG ³	SDG TARGET ³	CONTRIBUTION OF CODEX
SDG 17 – revitalizing the global partnership for sustainable development	Promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system	Codex standards also support fair practices in the food trade, which in turn supports food security and economic growth. The standards are considered by the WTO as the international reference for the safety and quality of food traded internationally.

2.3. The environment in which Codex operates continues to evolve. Food and food ingredients are among the most traded commodities internationally. Changes in the global feed and food supply chain system, resource optimization efforts, food security and safety concerns, innovations in food science and technology, climate change, water scarcity, and consumer concerns relating to food safety and quality⁴ represent some of the drivers of change that may introduce new opportunities and challenges. The Commission must maintain a steady focus on its mandate. It must be sufficiently capable of being proactive, flexible and responding in a timely manner to emerging issues that impact on food safety and quality with the aim of protecting consumer health and ensuring fair practices in the food trade.

3. CODEX VISION AND MISSION

Codex Vision Statement

3.1. “Where the world comes together to create food safety and quality standards to protect everyone everywhere.”

Codex Mission Statement

3.2. “Protect consumer health and promote fair practices in the food trade by setting international, science-based food safety and quality standards.”

4. CODEX CORE VALUES

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

- Collaboration
- Inclusiveness
- Consensus building⁵
- Transparency

5. GOALS AND OBJECTIVES

5.1. The Codex Alimentarius Commission commits itself to work towards achievement of the following five goals:

1. Address current, emerging and critical issues in a timely manner
2. Develop standards based on science and Codex risk-analysis principles
3. Increase impact through the recognition and use of Codex standards
4. Facilitate the participation of all Codex Members throughout the standard setting process
5. Enhance work management systems and practices that support the efficient and effective achievement of all strategic plan goals.

⁴ 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*.⁵ Consensus should be based on the *Measures to Facilitate Consensus* included in the Procedural Manual.

⁵ Consensus should be based on the *Measures to Facilitate Consensus* included in the Procedural Manual.

5.2. The objectives under each of the goals for the period 2020-2025, the parties responsible for achievement of the objectives, the expected outcomes and the indicators against which progress will be monitored are as follows:

Goal 1: Address current, emerging and critical issues in a timely manner

The focus and needs of Codex Members are evolving, as is the environment in which Codex operates. Codex will need to be proactive and flexible and to respond in a timely manner to the opportunities and challenges that result.

Objectives

- 1.1 Identify needs and emerging issues.
- 1.2 Prioritize needs and emerging issues.

5.3. The primary responsibility for achieving these objectives lies with Codex subsidiary bodies and the Executive Committee of the Codex Alimentarius Commission.

Measuring progress towards and achievement of Goal 1 objectives for the period 2020-2025

Objective	Outcome	Indicators
1.1 Identify needs and emerging issues.	Improved ability of Codex to develop standards relevant to the needs of its Members	The number of emerging issues identified by subsidiary bodies. (<i>Meeting reports</i> ⁶)
1.2 Prioritize needs and emerging issues.	Timely Codex response to emerging issues and the needs of Members	<p>Proportion of identified, prioritized emerging issues that lead to proposals for new work (<i>Meeting reports</i>)</p> <p>Time taken from the identification of new issues to the submission of proposals for new work to the Executive Committee (<i>Meeting reports</i>)</p> <p>Time taken for prioritized emerging issues to result in revised or new Codex texts (<i>Meeting reports</i>)</p> <p>Committees documenting their approach to work prioritization based on criteria for establishment of work priorities in the Procedural Manual</p>

Goal 2: Develop standards based on science and Codex risk-analysis principles

5.4. *Members and those engaged in the food trade who use Codex standards value the strong scientific basis of Codex, which is currently threatened by unsustainable resourcing. Codex must prioritize the securing of independent, timely and high-quality scientific advice, identifying the steps that each actor – Members, the FAO, and WHO – can take to ensure, support and advocate for the delivery of timely scientific advice to Codex through a fully and sustainably funded program. Furthermore, globally representative data are needed for scientific advice to be comprehensive and for Codex standards to be relevant to the global food supply. This will require, among other things, capacity building in developing countries that is specific to robust data generation, scientific analysis, and overall increased capacity to conduct such work.*

Objectives

- 2.1 Use scientific advice consistently in line with Codex risk-analysis principles.
- 2.2 Promote the submission and use of globally representative data in developing and reviewing Codex standards.
- 2.3 Promote sufficient and sustainable funding for expert bodies that deliver scientific advice.

5.5. The primary responsibility for achieving objective 2.1 lies with Codex Subsidiary bodies. The responsibility for objective 2.2 is shared between Codex Subsidiary bodies and Codex Member Countries. The responsibility for objective 2.3 lies with the Codex Alimentarius Commission, the Executive Committee and Member countries.

⁶ Potential data sources to facilitate measurement of progress against the indicators have been identified to the extent possible and are included in parenthesis after each of the indicators)

Measuring progress towards and achievement of goal 2 objectives for the period 2020-2025

Objective	Outcome	Indicator
2.1 Use scientific advice consistently in line with Codex risk analysis principles	Scientific advice is taken into account consistently and in line with Codex risk analysis principles by all relevant committees during the standard setting process	Proportion of texts considered by CCEXEC, as part of its work to monitor the progress of standards development, for which reports by subsidiary body Chairs indicate how scientific advice was used and any other legitimate factors were considered in developing Codex texts. (<i>Reports from Chairs of subsidiary bodies to CCEXEC</i>)
2.2 Promote the submission and use of globally representative data in developing and reviewing Codex standards	Codex standards are developed with reference to globally representative data	Proportion and regional distribution of Codex members who contribute to calls for data from working groups and Joint FAO/WHO Expert Committees/Meetings. (<i>EWG forums, reports of pWGs and data from the expert committee secretariats</i>)
2.3 Promote sufficient and sustainable funding for expert bodies that deliver scientific advice	FAO and WHO expert bodies are providing scientific advice within time frames agreed between committees and FAO/WHO, and these time frames allow standard development to progress in a timely manner	Extent of and any changes in sufficient core funding for scientific advice within FAO and WHO (<i>Reports on budget from FAO and WHO</i>) Proportion of scientific advice provided within established timeframes (<i>FAO/WHO papers on scientific advice and meeting reports</i>)

Goal 3: Increase impact through the recognition and use of Codex standards

5.6. *Communications that drive greater awareness, understanding, and recognition of available, harmonized standards are essential to the effectiveness of Codex. Even in the absence of adoption of Codex standards into national legislation, the greater use of Codex standards by the food trade and other actors can contribute to consumer health protection and ensuring fair practices in the food trade.*

Objectives

- 3.1 Raise the awareness of Codex standards.
- 3.2 Support initiatives to enable the understanding and implementation/application of Codex standards.
- 3.3. Recognise and promote the use and impact of Codex standards.

5.7. Raising awareness and promotion of the use of Codex standards is the responsibility of all Member Countries and Observers of Codex. The Codex Secretariat also has responsibility to raise awareness and assess the impact of Codex standards.

Measuring progress towards and achievement of goal 3 objectives for the period 2020-2025

Objective	Outcome	Indicators
3.1 Raise the awareness of Codex standards	Codex Members are proactively promoting the use of Codex standards	Number of country contributions to the Codex regional and observer webpages reflecting events/activities that raise awareness on Codex standards (<i>Codex regional and observer webpages</i>) Number of activities in the Codex communications work plan that explicitly address the visibility of Codex standards and extent of implementation (<i>Annual report to CCEXEC</i>)
3.2 Support initiatives to enable the understanding and implementation/application of Codex standards	Increased use of Codex standards in the development of national food standards and regulations.	Proportion of Member Countries participating in national or regional capacity development initiatives to encourage and facilitate practical use of Codex standards have been undertaken (<i>Circular Letter or reports from Regional Coordinating Committees</i>) Proportion of specified Codex standards adopted or used by Codex Members (<i>Biennial regional survey on use of</i>

	Increased use of Codex standards by the food trade	<i>specific Codex texts</i>) Proportion of specified Codex standards adopted or used by relevant Codex Observers (<i>Survey to observers</i>)
3.3. Recognise and promote the impact of Codex standards	Having a mechanism/tool to measure the impact of Codex standards developed and piloted	Progress on the development of a mechanism to measure impact of Codex standards (<i>Annual progress report</i>)

Goal 4: Facilitate the participation of all Codex Members throughout the standard setting process

5.8. *Members' abilities to participate actively in the development of Codex texts still varies widely and is dependent on the capacity and sustainability of national Codex systems. While the responsibility for these systems resides with Members, there is a role for support that will help to close gaps in capabilities as much as possible over the life of this Strategic Plan. Sources of funding and a broad range of formal and informal capacity building, partnering, and technical knowledge sharing activities will all play important roles in strengthening the capacity of Members for sustainable, active participation in Codex activities, supporting all Members in maintaining national systems and expanding the potential for co-hosting of committees, consistent with our value of inclusiveness.*

Objectives

4.1 Enable sustainable national Codex structures in all Codex Member Countries.

4.2 Increase sustainable and active participation of all Codex Members.

4.3 Reduce barriers to active participation by developing countries.

5.9. FAO and WHO also are responsible for providing support to developing countries and to facilitate their effective participation through the Codex Trust Fund and other funding sources. Member Countries supplement this through their support for, and participation in, formal and informal capacity building, partnering, and knowledge sharing activities

Measuring progress towards and achievement of goal 4 objectives for the period 2020-2025

Objective	Outcome	Indicators
4.1. Enable sustainable national Codex structures in all Codex Member countries	Participation by all Codex Member Countries in the work of Codex Committees and working groups	Proportion of countries with effective capacity in their: <ol style="list-style-type: none"> 1. Codex Contact Point, structure and processes 2. Consultation structures (e.g., national Codex Committees) and processes 3. Management of Codex work <i>(Results of application of the Codex diagnostic tool by Members)</i> Sustainable resource allocation for the above, which may be reflected in national legislation and/or organization structures (<i>Reports by Member Countries</i>) <i>Additional indicator for CTF recipient countries:</i> Proportion of CTF2 recipient countries sustaining national Codex systems and related activities once the funding ends (<i>EWG forum and OCS</i>)
4.2 Increase sustainable and active participation of all Codex Members	Sustained, active participation in the work of Codex Committees and working groups	Proportion of countries with a sustained or increased: <ul style="list-style-type: none"> • Contribution to EWGs • Chairing of EWGs • Response to Circular Letters <i>(EWG forum and OCS)</i>

4.3 Reduce barriers to active participation by developing countries.	Capacity building, partnering, and knowledge sharing activities are effective in building active participation by developing countries	Documented discussions from the regional coordinating committees (RCC) or related meetings on barriers and potential solutions to participation by developing countries (<i>Reports of RCCs and related meetings</i>) Increase in reports of mentorship and experience sharing on Codex issues between countries (<i>Reports by Members and/or RCC reports</i>)
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Goal 5: Enhance work management systems and practices that support the efficient and effective achievement of all strategic plan goals

5.10. *The continuing review and improvement of Codex work management systems and practices will help align these to the achievement of all strategic plan goals. Improvements to work flows, proposal prioritization, and input/comment management will support participation by Members with significant resource constraints and enhance inclusiveness in the standard-setting process. The effective development of Codex texts depends heavily on the resources contributed by host countries of subsidiary bodies and their working groups, particularly their chairpersons and secretariats. Enhancing and maintaining capacity is critical to the successful management of the work of Codex.*

Objectives

5.1 Develop and maintain efficient and effective work management practices and systems.

5.2 Enhance the capacities of committee and working group chairpersons, regional coordinators and host country secretariats to support the work of Codex.

5.11. The Codex Secretariat, host country secretariats, chairpersons of committees and working groups and regional coordinators have the primary responsibility to achieve these objectives.

Measuring progress towards and achievement of goal 5 objectives for the period 2020-2025

Objective	Outcome	Indicators
5.1 Develop and maintain efficient and effective work management practices and systems.	Codex work processes and procedures support the effective and efficient operation of Codex standard setting bodies The efficient design of agendas and use of time in meetings of the Codex Alimentarius Commission, its Executive Committee and Subsidiary bodies maximises the time allocated to the development of Codex texts	Of the recommendations of regular review of Codex work management that are adopted by CAC, the proportion that are implemented (<i>Annual reports to CCEXEC</i>) Proportion of meeting documents distributed in a timely manner consistent with the <i>Codex Procedural Manual</i> or timeframes established by committees (<i>Meeting webpages</i>) Proportion of sessions where all agenda items were covered within the allotted Committee meeting time and work was completed by the project deadline (<i>Agendas and meeting reports</i>)
5.2 Enhance the capacities of committee and working group chairpersons, regional coordinators and host country secretariats to support the work of Codex.	Subsidiary body meetings and working groups are effectively and efficiently chaired and conducted	Proportion of chairs and host countries of subsidiary bodies and working groups taking part in training and/or in the development of tools and guidance. (<i>Available guidance and workshop reports</i>) Satisfaction ratings on meeting efficiency, role of chairs and host and Codex secretariats (<i>Post meeting surveys</i>)

CONSIDERATIONS IN DEVELOPING THE INPUT TO THE WORK PLAN FOR THE ACHIEVEMENT OF THE STRATEGIC PLAN 2020-2025

Responsible Party: FAO/WHO Coordinating Committee

Objectives for which CAC subsidiary bodies have a role	Current situation/gap analysis - CCNE	Indicators as presented in the Strategic Plan 2020-2025	Examples of actions/potential activities for CCNE	Examples of targets by CCNE11
1.1 Identify needs and emerging issues	The identification of critical and emerging issues in the region is already an agenda item on the committee (See Agenda 3.1). Input is sought from Codex Members through a biennial survey.	The number of emerging issues identified by subsidiary bodies. (<i>Meeting reports</i>)	Clear documentation in the report on the emerging issues for the region, including identified follow-up (priority issues could be brought to the attention of other committees through matters referred)	Survey on emerging issues implemented. Discussions held at CCNE10 and follow-up activities identified (noted in the report).
1.2 Prioritize needs and emerging issues.	The Committee generally develops commodity standards, where risk analysis is not required. Technical information may however be required to support the standard setting work. Nevertheless it is important to understand the use of scientific advice to support the broader standard-setting work of Codex.	Proportion of identified, prioritized emerging issues that lead to proposals for new work (<i>Meeting reports</i>) Time taken from the identification of new issues to the submission of proposals for new work to the Executive Committee (<i>Meeting reports</i>) Time taken for prioritized emerging issues to result in revised or new Codex texts (<i>Meeting reports</i>) Committees documenting their approach to work prioritization based on criteria for establishment of work priorities in the Procedural Manual	Consideration could be given to how the issues identified as emerging issues for the region are assessed in terms of the need for Codex standards and how identified priorities are transmitted to CAC and its subsidiary bodies.	Process by which new and emerging issues are identified and transmitted to the CAC proposed for consideration by CCNE11.
2.1 Use scientific advice consistently in line with Codex risk analysis principles	The Committee has not developed standards in recent years. Nevertheless it is important to have an understanding of the use of and process by which scientific advice is developed to support the broader standard-setting work of Codex.	Proportion of texts considered by CCEXEC, as part of its work to monitor the progress of standards development, for which reports by subsidiary body Chairs indicate how scientific advice was used and any other legitimate factors were considered in developing Codex texts. (<i>Reports from Chairs of subsidiary bodies to CCEXEC</i>)	See Objective 2.2 Consider activities to improve the understanding of all countries in the region on the use of scientific advice and risk analysis in standard setting activities (physical workshops or online courses on Codex and	A specified proportion of countries have undertaken relevant training by CCNE11.

			risk analysis, mentoring etc.)	
2.2 Promote the submission and use of globally representative data in developing and reviewing Codex standards	For global standard setting work representative data and relevant information is not always available from all parts of the region. The expertise in some parts of the region may not be adequately mobilised to contribute to Codex work. Some countries in the region are still in the process of developing their expertise and data generation/collection infrastructure and capacity.	Proportion and regional distribution of Codex Members who contribute to calls for data from working groups and Joint FAO/WHO Expert Committees/Meetings. <i>(EWG forum, reports of pWGs and data from the expert committee secretariats)</i>	Improve mechanisms to collect data and information from the region to feed into global standard setting. Prioritize standard setting work relevant to the region and focus data generation and submission on prioritized areas. This could be considered under the Agenda Item on Codex work relevant to the region.	There is an increase in data provided by countries in the region in response to requests from to the general subject and/or commodity committees.

Responsible Party: Member Countries

Objectives for which Member Countries have a role	Current situation/gap analysis - CCNE	Indicators as in the Strategic Plan 2020-2025	Examples of actions/potential activities for CCNE	Examples of targets by CCNE11
2.2 Promote the submission and use of globally representative data in developing and reviewing Codex standards	For global standard setting work representative data and relevant information is not always available from all parts of the region. The expertise in some parts of the region may not be adequately mobilised to contribute to Codex work. Some countries in the region are still in the process of developing their expertise and data generation/collection infrastructure and capacity.	Proportion and regional distribution of Codex Members who contribute to calls for data from working groups and Joint FAO/WHO Expert Committees/Meetings. <i>(EWG forum, reports of pWGs and data from the expert committee secretariats)</i>	Commitments from countries to engage technical experts in Codex work, use regional technical networks to support data collection and identify expertise	There is an increase in data provided by countries in the region in response to calls for data
2.3 Promote sufficient and sustainable funding for expert bodies that deliver scientific advice	There may be a lack of awareness in some countries of the need for country level support to ensure sustainability of global level scientific advice programmes or the efforts that countries	Extent of and any changes in sufficient core funding for scientific advice within FAO and WHO <i>(Reports on budget from FAO and WHO)</i> Proportion of scientific advice provided within established timeframes	Request colleagues/delegations participating in FAO and WHO governing body meetings to highlight the importance of scientific advice for Codex work and	There is an increase in the number of countries in the region highlighting the importance of sustainable

	can undertake to promote their sustainability.	<i>(FAO/WHO papers on scientific advice and meeting reports)</i>	the need for more sustainable funding	funding for scientific advice in FAO and WHO governing body meetings.
3.1 Raise the awareness of Codex standards	See agenda item 8			
3.2 Support initiatives to enable the understanding and implementation/application of Codex standards	There are a number of capacity development initiatives underway in different countries in the region supported by FAO and WHO ¹¹ as well as others which lay the foundations or directly support implementation of Codex standards but Members ultimately have the responsibility to ensure that such efforts lead to use of standards.	Increased use of Codex standards in the development of national food standards and regulations. Increased use of Codex standards by the food trade	Identification of initiatives directly or indirectly supporting standards setting work and strengthening coordination among these to develop strong national infrastructures. Identification of priority standards for Members and focussing on their use to address specific food safety and/or quality issues.	Defined increase in use of specified standards
4.1. Enable sustainable national Codex structures in all Codex Member Countries	Development of national Codex structures has been supported by various projects in the region. Challenges often remain to sustain the infrastructure developed in the course of a project unless it is fully integrated into national systems.	Proportion of countries with effective capacity in their: 1. Codex Contact Point, structure and processes 2. Consultation structures (e.g., national Codex Committees) and processes 3. Management of Codex work <i>(Results of application of the Codex diagnostic tool by Members)</i> Sustainable resource allocation for the above, which may be reflected in national legislation and/or organization structures <i>(Reports by Member Countries)</i> <i>Additional indicator for CTF recipient countries:</i>	Commitment to use the Codex diagnostic tool after CCNE11 and before CCNE12 and implement measures to improve national Codex capacity in the interim. There are also other assessment tools developed by FAO and WHO which could be applied.	Number of countries that have applied the Codex Diagnostic Tool (or other relevant assessment tool) and developed a follow-up action plan. Note: there will be training on the use of the Codes Diagnostic Tool as a side event to CCNE10

¹¹ CX/CAC 19/42/16 Annex I

		Proportion of CTF2 recipient countries sustaining national Codex systems and related activities once the funding ends (<i>EWG forum and OCS</i>)		
4.2 Increase sustainable and active participation of all Codex Members	The increased use of electronic working groups together with circular letters means that it is increasingly possible to be an active participant in Codex work without ever travelling. However, it is recognized that challenges remain related to the technology and national structures that are not always set up to engage in such working mechanisms in a timely manner. Countries in the region are starting to benefit from projects that support strengthening of national structures (e.g. FAO/UNIDO SAFE project). Such projects can be an enabler of change which requires development of mechanisms that can survive the end of the project	Proportion of countries with a sustained or increased: <ul style="list-style-type: none"> • Contribution to EWGs • Chairing of EWGs • Response to Circular Letters (<i>EWG forum and OCS</i>)	Commitment to prioritize work areas of interest and follow the related standard setting work through all virtual opportunities provided. Commitment from experienced countries and those who have benefitted from project support through to provide mentoring to less experienced countries.	Defined increase in participation in EWGs (of prioritized committees?) Defined increase in replies to Circular Letters (of prioritized committees?)
4.3 Reduce barriers to active participation by developing countries.	See agenda item 7.1	Documented discussions from the regional coordinating committees (RCC) or related meetings on barriers and potential solutions to participation by developing countries (<i>Reports of RCCs and related meetings</i>) Increase in reports of mentorship and experience sharing on Codex issues between countries (<i>Reports by Members and/or RCC reports</i>)	Identify 1-2 priority areas/barriers to focus on over the next 2 years, including proposed actions.	To be defined according to the focus area (e.g. Barriers to participation identified and 1-2 actions to address these identified and implemented.)

PROPOSAL FOR A WORK PLAN TEMPLATE

Priority Goal	Priority objective	Activities for the period 2020-2021	Rationale for proposed activities	Responsible or lead party	Expected output	Reporting mechanism