



**JOINT FAO/WHO FOOD STANDARDS PROGRAMME
FAO/WHO COORDINATING COMMITTEE FOR LATIN AMERICA AND THE CARIBBEAN
18th Session**

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DRAFT STRATEGIC PLAN OF THE CODEX ALIMENTARIUS COMMISSION 2014-2019

(Prepared by the CCEXEC Strategic Plan Subcommittee)

Background

1. At the 65th Session of the Codex Executive Committee, the Member from North America was requested to compile comments from the Executive Committee Members and prepare a revised 2014-2019 Draft Codex Strategic Plan for consideration at the 66th Session of the Executive Committee (REP11/EXEC; para. 122).
2. The Draft Codex Strategic Plan was discussed at the 66th Session of the Executive Committee (REP12/EXEC1; para. 19-65), which agreed on the introduction, strategic vision, core values, strategic goals and objectives. The Member from North America was tasked with incorporating the results of that discussion and circulating the new draft to members of the Executive Committee for comments.
3. Those comments were considered and a new Draft Codex Strategic Plan was prepared by the Executive Committee Member from North America, with assistance from the Members from Europe and the Southwest Pacific. The revised draft was considered by the 67th Session of the Executive Committee and the 35th Session of the Codex Alimentarius Commission. The 67th Session of the Executive Committee¹ agreed to establish a subcommittee, chaired by the CAC Vice-Chairperson Dr. Samuel Godefroy (Canada), with a mandate to:
 - By the end of July 2012: Complete the draft Strategic Plan 2014-2019, taking into account the discussion at the 35th Commission and including proposed performance indicators and the workplan;
 - Through the Codex Secretariat send this draft to all FAO/WHO Coordinating Committees for discussion and input;
 - By mid March 2013: Finalise the Strategic Plan 2014-2019 based on the inputs of the FAO/WHO Coordinating Committees.
4. The resulting document would be considered by the 36th Commission, through the 68th CCEXEC.
5. The Draft Strategic Plan was considered by the 35th Session of the Commission (REP12/CAC, paras 183-202). The Commission concluded that all comments made would be noted and summarized for consideration by the Sub-Committee of the CCEXEC, which would complete the draft Strategic Plan 2014-2019. The Commission noted that the Sub-Committee of the CCEXEC would provide a summary of the rationale of the way the comments of the Commission had been taken into account in the completed draft Strategic Plan.
6. A compilation of the comments provided to the 67th Session of the Executive Committee, and the input of the 35th Session of the Commission is contained in CX/NASWP 12/12/3 Add.1. The compilation also indicates how the comments were addressed in preparing the current version of the Strategic Plan 2014 – 2019.

Considerations

7. The Sub-Committee of the CCEXEC has revised the draft Strategic Plan taking into consideration the comments made by the 67th Session of the Executive Committee and by the 35th Session of the Commission. As agreed, this revised Plan is now being circulated for consideration by the Regional Coordinating Committees and is provided in Appendix I to this document . A draft work plan is included as Appendix 2 and is also being circulated for consideration by the Regional Coordinating Committees.

¹ REP12/EXEC2; paras 57-60

8. In view of the agreement reached by the 66th and 67th Sessions of the Executive Committee, and considering the input from the 35th Session of the Commission, minimal to no changes have been made to the Introduction, Strategic Vision, list of core values, strategic goals and objectives. In order to address a number of comments related to factors influencing Codex's work and various goals and objectives, a new section describing these factors was added. This new section, titled "Drivers for Change", is intended to put into context the global environment in which Codex operates as well as to identify some of the overarching factors that impact its work such as innovation in food science and technology, effects of climate change, consumer concerns, etc. To account for other related comments regarding the need to consistently adhere to the the Codex mandate, a new paragraph was added at the end of the list of core values to reference the concepts of "protecting the health of the consumer" and "fair practices in the food trade" as those concepts should be applied consistently throughout the Codex standard-setting process.

9. In view of the comments provided on the activities, several activities were revised for clarity and to address the input of the CCEXEC and the Commission. It was noted that there was some redundancy with a few activities and these were amalgamated to the extent possible. In redrafting the Strategic Plan and in developing the affiliated workplan, every effort was made to ensure alignment between the goals, objectives, activities and subsequently the performance indicators.

Recommendations

10. The Sub-Committee of the CCEXEC would like to invite the Regional Coordinating Committees to provide their comments on the revised Strategic Plan and the Work Plan. Regional Coordinating Committees are invited to specifically focus on:

- the work plan, contained in Appendix 2, which identifies expected outcomes and measurable indicators/outputs since these have not been previously considered by the CAC or the CCEXEC; and
- the activities, in particular the new activities (1.2.3; 2.3.4, 3.1.2 and 4.1.4).

11. It is the intent of the Sub-Committee of the CCEXEC to organize a physical meeting of its members which will revise the Strategic Plan based on the input received from the Regional Coordinating Committees. As agreed by the 35th Session of the Commission, the Sub-Committee of the CCEXEC will also prepare a compilation of comments, outlining the comments provided by the Regional Coordinating Committies and how those comments were addressed in developing the final version of the plan.

Draft Codex Strategic Plan: 2014-2019²

INTRODUCTION

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 more than 180 Members, and more than 200 inter-governmental and international non-governmental organizations are accredited as observers. The Commission's main work is the development of international food standards³, 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.

For food safety, quality and nutrition matters, the Commission 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. With increased globalization, the Commission must also be capable of responding in a timely manner to emerging food safety issues and factors that may impact on food safety and fair practices in the food trade such as the effects of shifting populations, climate change and diverse consumer concerns⁴. Food standards, guidelines and recommendations established by the Commission are recognized as reference points for food under the relevant WTO agreements.

The 2014-2019 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 placed on food safety and quality by FAO and WHO and ensures that the Commission will carry out the responsibilities given to it by FAO and WHO.
- 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 2014-2019.

DRIVERS FOR CHANGE

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 more actively contributing in the international food standard-setting process. Additionally, 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, innovation in food science and technology, climate change and consumer concerns³ represent some of the drivers of change that introduces new food safety and nutrition related challenges. The Commission must adapt to this evolving environment and be capable of proactively responding in a timely manner to emerging food safety, quality and nutrition issues with the aim to protect consumer's health and ensure fair practices in food trade.

STRATEGIC VISION STATEMENT

To be the preeminent international food standards-setting body to protect the health of consumers and ensure fair practices in the food trade.

CODEX CORE VALUES

In fulfilling its strategic vision, Codex adheres to core values that include,

- collaboration
- inclusiveness
- consensus building
- transparency

In conducting its work, the Commission strives at ensuring that the concepts of protecting the health of consumers and fair practise in the food trade are consistently followed in the Codex standard-setting process.

² Comments received from the CCEXEC Codex Strategic Plan subcommittee members.

³ The term "standards" is used to cover standards and all related texts.

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*.

STRATEGIC GOALS**Strategic Goal 1: Establish international food standards that address current and emerging food issues**

Objective 1.1: Establish new and review existing Codex standards, based on priorities of the CAC.

- Activities:
 - 1.1.1 Consistently apply decision-making and priority-setting criteria across Committees to ensure that the standards and work areas of highest priority are progressed in a timely manner.
 - 1.1.2 Strengthen the critical review process to improve standards monitoring

Objective 1.2: Proactively identify emerging issues⁵ and member country needs and, where appropriate, develop relevant food standards.

- Activities:
 - 1.2.1 Develop a process for proactively identifying emerging issues related to food safety, nutrition and fair practices in the food trade.
 - 1.2.2 Develop and revise international and regional standards as needed, in response to needs identified by Members and in response to factors that affect food safety and fair practices in the foods trade.
 - 1.2.3 Develop a mechanism measuring the implementation of Codex standards by member governments.

Objective 1.3: Strengthen coordination and cooperation with other international standards-setting organizations seeking to avoid duplication of efforts and optimize opportunities.

- Activities:
 - 1.3.1 Promote collaboration in standards development in Codex with the World Organization for Animal Health (OIE) and the International Plant Protection Convention (IPPC) on standards that cover the farm to fork continuum and affect Codex and those organizations, through utilization of consistent methodologies and approaches in their development.
 - 1.3.2 Promote cooperative programs with other international governmental and non-governmental standards-setting organizations to identify needs for new Codex standards and to promote the use of existing Codex standards.

Strategic Goal 2: Ensure the application of risk analysis principles in the development of Codex standards.

Objective 2.1: Ensure consistent use of scientific advice and risk analysis principles.

- Activities:
 - 2.1.1 Use the scientific advice of the joint FAO/WHO expert bodies 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*".
 - 2.1.2 Encourage engagement of scientific and technical expertise of member countries and their representatives in the development of Codex standards.
 - 2.1.3 Ensure that all relevant factors are fully considered in exploring risk management measures in the context of Codex standard development.
 - 2.1.4 Communicate the risk management decisions to all interested parties.

Objective 2.2: Achieve sustainable access to scientific advice.

- Activities:
 - 2.2.1 Encourage FAO and WHO governing bodies to identify the provision of scientific advice as a high priority and allocate sufficient resources for the FAO/WHO expert bodies, in particular JECFA, JEMRA, JMPR and JEMNU.
 - 2.2.2 Encourage continued financial support from Members for the FAO/WHO expert bodies, in particular JECFA, JEMRA, JMPR and JEMNU.
 - 2.2.3 Explore other appropriate funding sources for FAO/WHO scientific advice.

⁵ For the purposes of this Strategic Plan, emerging food safety and nutrition issues are interpreted to include scientific and technological innovations, emerging hazards resulting from ongoing investigations or related to extra-ordinary events (e.g. natural disasters, external threats, etc.).

Objective 2.3: Increase scientific input from developing countries.

- Activities:
 - 2.3.1 Encourage developing countries to submit data in response to calls from FAO/WHO expert bodies, through enhanced food safety and nutrition data generation capabilities.
 - 2.3.2 Encourage FAO and WHO to support programs aimed at enhancing the capacity of developing countries to generate, collect and submit data.
 - 2.3.3 Encourage sustained and continuous participation of technical and scientific experts from developing countries in the work of Codex.
 - 2.3.4 Encourage the establishment of networks of developing member countries to enhance collaboration in the generation of data that can be submitted for review by expert committees.

Strategic Goal 3: Facilitate the effective participation of all Codex Members.

Objective 3.1: Increase the effective participation of developing countries in Codex.

- Activities:
 - 3.1.1 Encourage member countries to develop sustainable national institutional arrangements to promote effective contribution to the Codex standard setting processes.
 - 3.1.2 Encourage the use of partnership initiatives to increase effectiveness of participation of developing countries, such as co-hosting of committees and working groups, including the development of guidance documents, building on lessons learned.
 - 3.1.3 Plan, with the involvement of Codex Members, a successor initiative for the Codex Trust Fund.
 - 3.1.4 Encourage financial contributions from Members to the Codex Trust Fund.

Objective 3.2: Promote capacity development programs that assist countries in creating sustainable national Codex structures.

- Activities:
 - 3.2.1 Encourage FAO and WHO to implement capacity development programs that support the creation of sustainable national Codex-related structures.
 - 3.2.2 Encourage developing countries to identify and prioritize Codex committees and task forces of significance to them.
 - 3.2.4 Where practical, the use of Codex meetings as a forum to effectively conduct educational and technical capacity building activities.

Strategic Goal 4: Implement effective and efficient work management systems and practices.

Objective 4.1: Strive for an effective, efficient, transparent, and consensus based standard setting process for the timely adoption of standards.

- Activities:
 - 4.1.1 Periodically review the work processes and procedures used by the CAC and its subsidiary bodies to ensure impediments to standard-setting work are identified and addressed.
 - 4.1.2 Assess benefits and, where cost effective, implement new information technologies to improve, Codex communication, work flow, and management of activities.
 - 4.1.3 Assess benefits and, where cost effective, implement new information technologies to improve member participation in committees and working groups.
 - 4.1.4 Ensure timely distribution of all Codex working documents.
 - 4.1.5 Increase the scheduling of Work Group meetings in conjunction with Committee meetings.

Objective 4.2: Enhance capacity to arrive at consensus in standards setting process.

- Activities:
 - 4.2.1 Improve the knowledge and skills of Codex delegates of Codex guidelines respecting consensus building.
 - 4.2.2 Improve the skills of Committee and Working Group Chairs.

APPENDIX 2

DRAFT WORK PLAN:

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
Strategic Goal 1: Establish international food standards that address current and emerging food issues.	Objective 1.1: Establish new and review existing Codex standards, based on priorities of the CAC.	1.1.1 Consistently apply decision-making and priority-setting criteria across Committees to ensure that the standards and work areas of highest priority are progressed in a timely manner.	- All relevant Codex committees	On-going	New or updated standards are developed in a timely manner.	1. Priority setting criteria are reviewed, revised as required and applied. 2. # of standards revised and # of new standards developed based on these criteria.
		1.1.2 Strengthen the critical review process to improve standards monitoring.	- CCEXEC	Jan 2014- July 2015	More effective work management oversight exercised by the CCEXEC.	1. Current critical review procedures reviewed by Dec. 2014. 2. Proposed changes, if required, to the critical review process identified. 3. Secretariat report submitted to the CCEXEC on outcomes of the review by July 2015. 4. Recommendations adopted by CCEXEC.
	Objective 1.2: Proactively identify emerging issues ⁶ and member country needs and, where appropriate, develop relevant food standards.	1.2.1 Develop a process for proactively identifying emerging issues related to food safety, nutrition and fair practices in the food trade.	- CCEXEC - All relevant Codex committees	On-going	Enhanced ability of Codex to respond in a timely manner to emerging issues and to the needs of member governments.	1. Annual reports from Committees to CCEXEC identifying emerging food safety and nutrition issues. 2. Report by CCEXEC on how those issues were addressed.
		1.2.2 Develop and revise international and regional standards as needed, in response to needs identified by Members and in response to factors that affect food safety and fair practices in the foods trade.	- All relevant committees - CAC Regional committees	On-going (2014-2019)	Improved ability of Codex to develop standards relevant to the needs of its Members.	1. Input from committees identifying and prioritizing needs of members. 2. Report to CCEXEC from committees on how standards developed address the needs of the members as part of critical review process.

⁶ For the purposes of this Strategic Plan, emerging food safety and nutrition issues are interpreted to include scientific and technological innovations, emerging hazards resulting from ongoing investigations or related to extra-ordinary events (e.g. natural disasters, external threats, etc.)

* Responsible Party identifies the party that is responsible for actually undertaking the activity identified in the work plan.

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
		1.2.3 Develop a mechanism measuring the implementation of Codex standards by member governments.	- CCEXEC with input from CCGP, if required.	On-going	Indication of the extent to which members use Codex standards as the basis for their national legislation.	<ol style="list-style-type: none"> 1. A mechanism developed and implemented. 2. # of countries reporting on the use of Codex standards as the basis for their national legislation. 3. Annual report identifying the extent of the uptake of Codex standards by member governments.
	Objective 1.3: Strengthen coordination and cooperation with other international standards-setting organizations seeking to avoid duplication of efforts and optimize opportunities.	1.3.1 Promote collaboration in standards development in Codex with the World Organization for Animal Health (OIE) and the International Plant Protection Convention (IPPC) on standards that cover the farm to fork continuum and affect Codex and those organizations, through utilization of consistent methodologies and approaches in their development.	- CAC; CCEXEC; CCGP	2019	Updated procedures to maximize collaboration with OIE and IPPC.	<ol style="list-style-type: none"> 1. Review of the current mechanism for collaboration between intergovernmental organizations to determine if it promotes and facilitates collaboration between OIE, IPPC and Codex. 2. If required, procedures revised to ensure optimal collaboration and cooperation between Codex, OIE and IPPC is achieved.
		1.3.2 Promote cooperative programs with other international governmental and non-governmental standards-setting organizations to identify needs for new Codex standards and to promote the use of existing Codex standards.	- CAC; CCEXEC; CCGP	On-going	Updated procedures to maximize collaboration with international intergovernmental and non-governmental organizations.	<ol style="list-style-type: none"> 1. Review of the current procedures for collaboration with intergovernmental organization to determine if they can be expanded to include non-governmental organizations. 2. Procedures revised as necessary. 3. Revised procedures adopted and implemented by all committees
Strategic Goal 2: Ensure the application of risk analysis principles in the development of Codex standards.	Objective 2.1: Ensure consistent use of scientific advice and risk analysis principles.	2.1.1 Use the scientific advice of the joint FAO/WHO expert bodies to the fullest extent possible in food safety and nutrition standards development based on the <i>Working Principles of Risk Analysis for Application in the Framework of the Codex Alimentarius</i> .	- All relevant committees		Scientific advice consistently taken into account by all relevant committees during the standard setting process.	<ol style="list-style-type: none"> 1. # of times the need for scientific advice is: <ul style="list-style-type: none"> - identified, - requested and, - utilized in a timely manner.

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
		2.1.2 Encourage engagement of scientific and technical expertise of member countries and their representatives in the development of Codex standards.	- All relevant committees	On-going	Increase in scientific and technical experts at the national level contributing to the development of Codex standards.	<ol style="list-style-type: none"> # of scientists and technical experts as part of member country delegations. # of scientists and technical experts providing appropriate input to country positions.
		2.1.3 Ensure that all relevant factors are fully considered in exploring risk management measures in the context of Codex standard development.	- All relevant committees	On-going	Enhanced identification and documentation of non-science factors considered by committees during the development of Codex standards.	<ol style="list-style-type: none"> # of committee documents identifying all non-science factors guiding risk management decisions. # of committee documents clearly reflecting how those non-science factors were considered in the context of standards development.
		2.1.4 Communicate the risk management decisions to all interested parties.	- All relevant committees	On-going	Risk management decisions are effectively communicated and disseminated to all interested parties.	<ol style="list-style-type: none"> # of web publication/communications relaying Codex standards. # of media releases disseminating Codex standards.
	<u>Objective 2.2:</u> Achieve sustainable access to scientific advice.	2.2.1 Encourage FAO and WHO governing bodies to identify the provision of scientific advice as a high priority and allocate sufficient resources for the FAO/WHO expert bodies, in particular JECFA, JEMRA, JMPR and JEMNU.	- Codex member governments	On-going	FAO and WHO expert advice to Codex is supported in a more sustainable manner.	<ol style="list-style-type: none"> Increase in # of member countries making interventions at the FAO and WHO governing bodies in support of sustainable funding for scientific advice.
		2.2.2 Encourage continued financial support from Members for the FAO/WHO expert bodies, in particular JECFA, JEMRA, JMPR and JEMNU.	- Codex member governments	On-going	Flexible and reactive operational framework for the provision of scientific advice for Codex.	<ol style="list-style-type: none"> Increase in # of member countries who contribute to GIFSA. Increase in # of member countries collaborating with FAO and WHO to support expert consultations.
		2.2.3 Explore other appropriate funding sources for FAO/WHO scientific advice.	- CCEXEC - Codex member governments	Dec 2015	Enhanced and more sustainable funding sources for FAO/WHO scientific advice.	<ol style="list-style-type: none"> Report from the CCEXEC sub-committee identifying potential options for financial support by Dec 2015. # of expert consultations conducted which were funded by alternate measures.

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
	<u>Objective 2.3:</u> Increase scientific input from developing countries	2.3.1 Encourage developing countries to submit data in response to calls from FAO/WHO expert bodies, through enhanced food safety and nutrition data generation capabilities.	- Codex member governments - CCEXEC	On-going	Codex standards are increasingly more representative of a global environment.	1. Increase in # of developing countries responding to calls for data.
2.3.2 Encourage FAO and WHO to support programs aimed at enhancing the capacity of developing countries to generate, collect and submit data.		- Codex member governments	On-going	Risk assessments take into account increased data provided by developing countries.	1. # of new or on-going initiatives aimed to support data collection in developing countries.	
2.3.3 Encourage sustained and continuous participation of technical and scientific experts from developing countries in the work of Codex.		- Codex member governments - All relevant committees	On-going	Developing countries playing an increasingly effective role in Codex standard setting process.	1. Increase in # of subject matter and food safety risk analysis experts from developing countries contributing to Codex standard setting process. 2. Increase in # of developing countries providing scientific and technical experts to Codex committees.	
2.3.4 Encourage the establishment of networks of developing member countries to enhance collaboration in the generation of data that can be submitted for review by expert committees.		- Codex member governments	On-going	Increased collaboration between developing countries.	1. # of networks developed. 2. # of developing countries joining a network. 3. # of times input received by expert committees from a network.	
Strategic Goal 3: Facilitate the effective participation of all Codex Members.	<u>Objective 3.1:</u> Increase the effective participation of developing countries in Codex.	3.1.1 Encourage member countries to develop sustainable national institutional arrangements to promote effective contribution to the Codex standard setting processes.	- CAC - CCEXEC - Codex member governments	On-going	Increased and strengthened sustainable national Codex structures.	1. Baseline # of member governments with permanent national Codex structures developed. 2. Annual reports on the # of members with permanent national Codex structures reporting an increase in such structures.

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
		<p>3.1.2 Encourage the use of partnership initiatives to increase effectiveness of participation of developing countries, such as co-hosting of committees and working groups, including the development of guidance documents, building on lessons learned.</p> <p><i>***Note: This activity was considered to be to be duplicative of activity 3.2.3 and 3.2.5. Therefore, activity 3.1.2 has been revised to encompass activities 3.2.3 and 3.2.5***</i></p>	<ul style="list-style-type: none"> - Codex member governments - CCEXEC 	On-going (2014-2019)	Increased number of co-hosting arrangements for committees and working groups.	<ol style="list-style-type: none"> 1. Baseline inventory of current co-hosting arrangements developed. 2. # of developing countries identifying their willingness to co-host Codex meetings 3. # of co-hosted meetings from 2014 to 2019. 4. # of guidance documents developed. 5. # of initiatives implemented using the guidance document developed.
		3.1.3 Plan, with the involvement of Codex Members, a successor initiative for the Codex Trust Fund.	- CCEXEC	Dec. 2015	A successor to the Codex Trust Fund is established and functioning.	<ol style="list-style-type: none"> 1. Transition management team established. 2. Options for a successor program identified. 3. Option selected and implemented.
		3.1.4 Encourage financial contributions from Members to the Codex Trust Fund.	<ul style="list-style-type: none"> - Codex member governments - CAC 	On-going	Codex Trust Fund (and its successor) have sufficient resources for sustainable assistance to developing countries.	<ol style="list-style-type: none"> 1. Increase in # of countries contributing to Codex Trust Fund 2. Increase in # of countries benefiting from Codex Trust Fund.
	<u>Objective 3.2:</u> Promote capacity development programs that assist countries in creating sustainable national Codex structures.	3.2.1 Encourage FAO and WHO to implement capacity development programs that support the creation of sustainable national Codex-related structures.	- CCEXEC	On-going (2014-2019)	- Enhanced level of capacity development initiatives undertaken by FAO and WHO to support the creation of sustainable national Codex structures.	<ol style="list-style-type: none"> 1. # of capacity development programs conducted by FAO/WHO to strengthen national Codex structures. 2. Increase in the # of countries with functioning national Codex structures

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
		3.2.2 Encourage developing countries to identify and prioritize Codex committees and task forces of significance to them.	- CAC - CCEXEC	On-going	Increased participation by developing countries in Codex committees of most relevance to them.	1. # of developing countries that have identified and are actively participating in their priority committees.
		3.2.3 Where practical, use Codex meetings as a forum to effectively conduct educational and technical capacity building activities.	- All relevant committees	On-going	Enhancement of the opportunities to conduct concurrent activities to maximize use of the resources of Codex and member governments.	1. # of activities hosted on the margins of Codex meetings
Strategic Goal 4: Implement effective and efficient work management systems and practices.	Objective 4.1: Strive for an effective efficient, transparent, and consensus based standard setting process for the timely adoption of standards.	4.1.1 Periodically review the work processes and procedures used by the CAC and its subsidiary bodies to ensure impediments to standard-setting work are identified and addressed.	- All codex committees - CCEXEC with input from CCGP, if required.	On-going	More efficient functioning of Codex standard-setting bodies.	1. Reports of reviews of work processes and procedures identifying: - # of impediments to standard-setting work identified. - # of processes updated to address the identified impediments, if necessary.
		4.1.2 Assess benefits and, where cost effective, implement new information technologies to improve, Codex communication, work flow, and management of activities.	- CCGP - CCEXEC	2015	Improved functioning of Codex committees as a result of faster communication, and transparent work processes.	1. Potential cost-effective technologies identified. 2. # of feasible options recommended. 3. # of options implemented.
		4.1.3 Assess benefits and, where cost effective, implement new information technologies to improve member participation in committees and working groups.	- CCGP - CCEXEC	2018	Member governments more effectively able to participate in committees and working groups as a result of the implementation of new technologies.	1. # of new potential technologies identified and analyzed to determine their applicability to improving participation of members in Codex standard-setting process. 2. # of new technologies piloted (e.g. new Codex document sharing system).

Strategic Goal	Objective	Activity	Responsible Party*	Time- Line	Expected Outcome	Measurable Indicators/Outputs
		4.1.4 Enhance timely distribution of all Codex working documents.	- All relevant committees	Dec. 2015	Codex documents distributed in a more timely manner consistent with timelines in the Procedural Manual.	<ol style="list-style-type: none"> 1. Baseline Ratio (%) established for documents distributed at least 2 months prior to versus less than 2 months prior to a scheduled meeting. 2. Factors that potentially delay the circulation of documents identified and addressed. 3. An increase in the ratio (%) of documents circulated 2 months or more prior to meetings.
		4.1.5 Increase the scheduling of Work Group meetings in conjunction with Committee meetings.	-All relevant committees	On-going	Improved efficiency in use of resources by Codex committees and member governments.	<ol style="list-style-type: none"> 1. # of physical working group meetings in conjunction with committee meetings, where appropriate.
	Objective 4.2: Enhance capacity to arrive at consensus in standards setting process.	4.2.1 Improve the knowledge and skills of Codex delegates of Codex guidelines respecting consensus building.	- Codex Secretariat - CCEXEC	2016	Improved levels of consensus achieved at Codex sessions.	<ol style="list-style-type: none"> 1. Impediments to consensus being achieved in Codex committees identified and analyzed. 2. Guidance documents developed to address impediments to reach consensus. 3. Guidance communicated and distributed to all delegates through the Codex website.
	4.2.2 Improve the skills of Committee and Working Group Chairs.	- Codex Secretariat - CCEXEC	2016	Improved consistency amongst Chairpersons on application of procedures and processes in the elaboration of Codex standards.	<ol style="list-style-type: none"> 1. Training available to 100% of Chairs and work group chairs on how to lead and facilitate committee meetings. 	