



JOINT FAO/WHO FOOD STANDARDS PROGRAMME

CODEX ALIMENTARIUS COMMISSION

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DRAFT STRATEGIC PLAN OF THE CODEX ALIMENTARIUS COMMISSION 2014-2019

(Report of the CCEXEC Strategic Plan Subcommittee)

Governments and international organizations wishing to submit comments on the draft Strategic Plan of the Codex Alimentarius Commission 2014-2019 (see Appendix 1) are invited to do so **no later than 10 June 2013** as follows: Secretary, Codex Alimentarius Commission, Joint FAO/WHO Food Standards Programme, Viale delle Terme di Caracalla, 00153 Rome, Italy; E-mail: Codex@fao.org.

Format for submitting comments: In order to facilitate the compilation of comments and prepare a more useful comments document, Members and Observers, which are not yet doing so, are requested to provide their comments in the format outlined in Appendix 3 to this document.

1. The Draft Codex Strategic Plan was discussed at the 66th Session (February 2012) of the Executive Committee, 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.
2. 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.
3. The 67th Session (June 2012) of the Executive Committee considered the revised draft and 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 (July 2012) 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 CCEXEC Subcommittee considered the comments from the 68th Session of the Executive Committee and the comments from the 35th Session of the Commission and subsequently revised the draft plan. This draft was then circulated to all FAO/WHO Coordinating Committees for discussion. Also circulated with the revised draft was a compilation of comments from the 68th CCEXEC and 35th Commission that were considered by the CCEXEC Subcommittee in preparing the revised version.
5. A physical meeting of the CCEXEC Subcommittee was held in Ottawa, Canada March 10th – 12th, 2013 to prepare a final draft of the Strategic Plan, taking into account comments received from the Regional Coordinating Committees. Appendix 2 is a list of participants at the physical meeting. A revised Draft Strategic Plan was developed for consideration by the 69th Session (June 2013) of the CCEXEC and the 36th Session (July 2013) of the Codex Alimentarius Commission. The revised Draft Strategic Plan is contained in Appendix 1.
6. A compilation of comments submitted by the Regional Coordinating Committees will be circulated separately as CX/CAC 13/36/12 Part 2.

Appendix 1**DRAFT STRATEGIC PLAN OF THE CODEX ALIMENTARIUS COMMISSION 2014-2019**

(Prepared by the CCEXEC Strategic Plan Subcommittee)

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 standards¹, 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 and nutrition matters, the Commission, as a risk manager, establishes its standards using the principles of risk analysis and bases its work on the scientific advice provided by the joint FAO/WHO expert bodies and consultations. Codex standards also address issues related to food quality to ensure fair practices in the food trade. With increased globalization, the Commission must also be capable of responding in a timely manner to emerging food safety issues and other factors² that may impact on food safety and fair practices in the food trade such as the effects of shifting populations, climate change and relevant consumer concerns. Food standards, guidelines and recommendations established by the Commission are recognized as reference points for food under the relevant WTO agreements.

The purpose of this Strategic Plan is to advance the mandate of the Codex Alimentarius Commission during the period 2014-2019. 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.

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 contributing more actively to 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, food security concerns, innovation in food science and technology, climate change and consumer concerns² represent some of the drivers of change that introduce new food safety and nutrition related challenges. The Commission must adapt to this evolving environment and be capable of 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.

¹ The term "standards" is used to cover standards and all related texts.

² 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*.

CODEX CORE VALUES

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

- collaboration
- inclusiveness
- consensus building³
- transparency

In conducting its work, the Commission strives to ensure 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.

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 issues⁴ and member country needs and, where appropriate, develop relevant food standards.

- Activities:
 - 1.2.1 Develop a systematic approach to promote identification of 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, nutrition and fair practices in the food trade.
 - 1.2.3 Develop a pilot approach to measure the relevance of Codex standards to members.

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.
 - 1.3.2 Promote cooperative programs with other international governmental and non-governmental standard-setting organizations to support development of relevant Codex standards and to enhance awareness, understanding and use of Codex standards.

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

⁴ Emerging food safety and nutrition issues are interpreted to include scientific and technological innovations and emerging hazards, related to ongoing investigations or extra-ordinary events (e.g., natural disaster, external threats).

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

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

- 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 options in the context of Codex standard development.
 - 2.1.4 Communicate the risk management recommendations 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 advice, in particular from expert bodies such as JECFA, JEMRA, JMPR and JEMNU.
 - 2.2.2 Encourage continued financial support from Members for the FAO/WHO expert advice, in particular from expert bodies such as JECFA, JEMRA, JMPR and JEMNU.
 - 2.2.3 Explore other appropriate funding sources for FAO/WHO scientific advice.

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 members 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 Encourage financial contributions from Members to the Codex Trust Fund.
 - 3.1.4 Plan, with the involvement of Codex Members, a successor initiative for the Codex Trust Fund.
 - 3.1.5 To the extent possible, promote the use of the official languages of the Commission in committees and working groups.

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.

- 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, if necessary.
 - 4.1.2 Assess benefits and, where cost effective, implement new technologies to improve, Codex communication, work flow, and management of activities.
 - 4.1.3 Assess benefits and, where cost effective, implement new technologies to improve member participation in committees and working groups.
 - 4.1.4 Ensure timely distribution of all Codex working documents in the working languages of the Committee/Commission.
 - 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 understanding of Codex members and delegates of the importance of and approach to consensus building of Codex work.
 - 4.2.2 Through networking, training and workshops, seek to improve the skill set of chairs of working groups and committees to achieve consensus.

DRAFT WORK PLAN:

Note: The “Responsible Party” section identifies the lead party that is responsible for overseeing the implementation of the activity identified in the work plan. It is recognized that several other parties will play a significant role in the implementation of the activity. Codex should leverage the use of existing reports and data collection activities to monitor progress through the “Measurable Indicators”.

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 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 April 2015. 4. Recommendations endorsed by CCEXEC.
	Objective 1.2: Proactively identify emerging issues ⁴ and member country needs and, where appropriate, develop relevant food standards.	1.2.1 Develop a systematic approach to promote identification of emerging issues related to food safety, nutrition, and fair practices in the food trade.	All Committees	2016	Timely Codex response to emerging issues and to the needs of member governments.	1. Committees implement systematic approaches for identification of emerging issues. 2. Regular reports on systematic approach and emerging issues made to the CCEXEC through the Codex Secretariat.
		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, nutrition and fair practices in the food trade.	All Committees	On-going	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.
		1.2.3 Develop a pilot approach to measure the relevance of Codex standards to members.	CCEXEC	2016	Indicators to measure the relevance of Codex standards to members developed.	1. A pilot approach implemented.

Strategic Goal	Objective	Activity	Responsible Party	Time-Line	Expected Outcome	Measurable Indicators/Outputs
	<p>Objective 1.3: Strengthen coordination and cooperation with other international standards-setting organizations seeking to avoid duplication of efforts and optimize opportunities.</p>	<p>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.</p>	CCEXEC	On-going	Optimized collaboration with OIE and IPPC	1. Current collaboration between Codex, OIE and IPPC reviewed and where relevant, procedures are updated.
		<p>1.3.2 Promote cooperative programs with other international governmental and non-governmental standard-setting organizations to support development of relevant Codex standards and to enhance awareness, understanding and use of Codex standards.</p>	CCEXEC	On-going	Optimized coordination and cooperation with international intergovernmental and non-governmental organizations, including private standard settings bodies.	1. Current collaboration between international intergovernmental and non-governmental organizations reviewed and where relevant, procedures updated.
<p>Strategic Goal 2: Ensure the application of risk analysis principles in the development of Codex standards.</p>	<p>Objective 2.1: Ensure consistent use of risk analysis principles and scientific advice.</p>	<p>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>.</p>	All Committees	On-going	Scientific advice consistently taken into account by all relevant committees during the standard setting process.	<p>1. # of times the need for scientific advice is:</p> <ul style="list-style-type: none"> - identified, - requested and, - utilized in a timely manner.
		<p>2.1.2 Encourage engagement of scientific and technical expertise of member countries and their representatives in the development of Codex standards.</p>	All Committees	On-going	Increase in scientific and technical experts at the national level contributing to the development of Codex standards.	<p>1. # of scientists and technical experts as part of member country delegations.</p> <p>2. # of scientists and technical experts providing appropriate input to country positions.</p>
		<p>2.1.3 Ensure that all relevant factors are fully considered in exploring risk management options in the context of Codex standard development.</p>	All Committees	On-going	Enhanced identification, and documentation of all relevant factors considered by committees during the development of Codex standards.	<p>1. # of committee documents identifying all relevant factors guiding risk management recommendations.</p> <p>2. # of committee documents clearly reflecting how those relevant factors were considered in the context of standards development.</p>

Strategic Goal	Objective	Activity	Responsible Party	Time-Line	Expected Outcome	Measurable Indicators/Outputs
		2.1.4 Communicate the risk management recommendations to all interested parties.	All Committees	On-going	Risk management recommendations are effectively communicated and disseminated to all interested parties.	1. # of web publication/ communications relaying Codex standards. 2. # 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 advice, in particular from FAO/WHO expert bodies such as JECFA, JEMRA, JMPR and JEMNU	Codex Member Governments	On-going	FAO and WHO expert advice to Codex is supported in a more sustainable manner.	1. Increase in # of member countries making interventions at the FAO and WHO governing bodies in support of sustainable funding for scientific advice. 2. Adequate financial resources allocated to the provision of scientific advice by FAO/WHO.
		2.2.2 Encourage continued financial support from Members for the FAO/WHO expert advice, in particular from FAO/WHO expert bodies such as JECFA, JEMRA, JMPR and JEMNU.	CAC	On-going	Flexible and reactive operational framework for the provision of scientific advice for Codex.	1. Report on the member countries financial contribution to the provision of scientific advice by FAO/WHO
		2.2.3 Explore other appropriate funding sources for FAO/WHO scientific advice.	CCEXEC	June 2014	Enhanced and more sustainable funding sources for FAO/WHO scientific advice.	1. Report from the CCEXEC sub-committee identifying potential options for financial support by June 2014.
	<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	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 and scientific advice take into account increased suitable 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	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.

Strategic Goal	Objective	Activity	Responsible Party	Time-Line	Expected Outcome	Measurable Indicators/Outputs
		2.3.4 Encourage the establishment of networks of members to enhance collaboration in the generation of data that can be submitted for review by expert committees.	Codex Member Governments	On-going	Enhanced generation and submission of data from developing countries as a result of participation in networks.	<ol style="list-style-type: none"> 1. # of networks developed. 2. # of countries joining a network. 3. # of times input received from developing country by expert committees, as a result from participation in a network.
Strategic Goal 3: Facilitate the effective participation of all Codex Members.	Objective 3.1: 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	On-going	Increased and strengthened sustainable national Codex structures.	<ol style="list-style-type: none"> 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.
		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.	CAC	On-going	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 Encourage financial contributions from Members to the Codex Trust Fund.	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.
		3.1.4 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.
		3.1.5 To the extent possible, promote the use of the official languages of the Commission in committees and working groups.	All Committees	On-going	Active participation of members in committees and working groups.	<ol style="list-style-type: none"> 1. Report on number of committees and working groups using the languages of the Commission.

Strategic Goal	Objective	Activity	Responsible Party	Time-Line	Expected Outcome	Measurable Indicators/Outputs
	<p>Objective 3.2: Promote capacity development programs that assist countries in creating sustainable national Codex structures.</p>	<p>3.2.1 Encourage FAO and WHO to implement capacity development programs that support the creation of sustainable national Codex-related structures.</p>	CAC	On-going	Enhanced level of capacity development initiatives undertaken by FAO and WHO to support the creation of sustainable national Codex structures.	<p>1. # of capacity development programs conducted by FAO/WHO to strengthen national Codex structures.</p> <p>2. # of countries with functioning national Codex structures</p>
<p>3.2.2 Encourage developing countries to identify and prioritize Codex committees and task forces of significance to them.</p>		CAC	On-going	Increased participation by developing countries in Codex committees of most relevance to them.	<p>1. # of developing countries that have identified and are actively participating in their priority committees.</p>	
<p>3.2.3 Where practical, use Codex meetings as a forum to effectively conduct educational and technical capacity building activities.</p>		All Committees	On-going	Enhancement of the opportunities to conduct concurrent activities to maximize use of the resources of Codex and member governments.	<p>1. # of activities hosted on the margins of Codex meetings</p>	
<p>Strategic Goal 4: Implement effective and efficient work management systems and practices.</p>	<p>Objective 4.1: Strive for an effective efficient, transparent, and consensus based standard setting process</p>	<p>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, if necessary.</p>	All Committees	On-going	Effective and efficient Codex standard-setting bodies.	<p>1. Reports of reviews of work processes and procedures identifying:</p> <ul style="list-style-type: none"> - # of impediments to standard-setting work identified. - # of processes and procedures updated to address the identified impediments, if necessary.
		<p>4.1.2 Assess benefits and, where cost effective, implement new technologies to improve, Codex communication, work flow, and management of activities.</p>	Codex Secretariat	2015	Improved functioning of Codex committees as a result of faster communication, and transparent work processes.	<p>1. Potential cost-effective technologies identified.</p> <p>2. # of feasible options recommended.</p> <p>3. # of options implemented.</p>
		<p>4.1.3 Assess benefits and, where cost effective, implement new technologies to improve member participation in committees and working groups.</p>	Codex Secretariat	2018	Member governments more effectively able to participate in committees and working groups as a result of the implementation of new technologies.	<p>1. # of new potential technologies identified and analyzed to determine their applicability to improving participation of members in Codex standard-setting process.</p> <p>2. # of new technologies piloted (e.g. new Codex document sharing system).</p> <p>3. Report on meetings and work processes allowing electronic participation.</p>

Strategic Goal	Objective	Activity	Responsible Party	Time-Line	Expected Outcome	Measurable Indicators/Outputs
		4.1.4 Enhance timely distribution of all Codex working documents in the working languages of the Committee/Commission.	All 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 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.
	<u>Objective 4.2:</u> Enhance capacity to arrive at consensus in standards setting process.	4.2.1 Improve the understanding of Codex members and delegates of the importance of and approach to consensus building of Codex work.	All committees	2016	Member countries and delegates awareness of the importance of consensus in the Codex standard setting process improved	<ol style="list-style-type: none"> 1. Training material on guidance to achieve consensus developed and made available in the languages of the Commission to delegates. 2. Regular dissemination of existing material to members through Codex Contact Points. 3. Delegate training programs held in association with Codex meetings. 4. Impediments to consensus being achieved in Codex identified and analyzed and additional guidance developed to address such impediments, if necessary.
		4.2.2 Through networking, training and workshops, seek to improve the skill set of chairs of working groups and committees to achieve consensus.	Chair of the Commission	2016	Consensus achieved at working groups and committees.	<ol style="list-style-type: none"> 1. Training available to all Chairs and work group (physical and electronic) chairs on how to lead and facilitate committee meetings. 2. Best practices to achieve consensus at committees and working groups shared amongst chairs.

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Appendix 3**GENERAL GUIDANCE FOR THE PROVISION OF COMMENTS**

In order to facilitate the compilation and prepare a more useful comments' document, Members and Observers, which are not yet doing so, are requested to provide their comments under the following headings:

- (i) General Comments
- (ii) Specific Comments

Specific comments should include a reference to the relevant section and/or paragraph of the document that the comments refer to.

When changes are proposed to specific paragraphs, Members and Observers are requested to provide their proposal for amendments accompanied by the related rationale. New texts should be presented in **underlined/bold font** and deletion in ~~strikethrough font~~.

In order to facilitate the work of the Secretariats to compile comments, Members and Observers are requested to refrain from using colour font/shading as documents are printed in black and white and from using track change mode, which might be lost when comments are copied / pasted into a consolidated document.

In order to reduce the translation work and save paper, Members and Observers are requested not to reproduce the complete document but only those parts of the texts for which any change and/or amendments is proposed.