

***U.S. Codex
Strategic
Plan***

2012-2017

November 2012

Introduction

The U.S. Codex program is an interagency partnership that engages stakeholders in advancing science-based food standards, which protect the health of consumers and ensure fair practices in the food trade. This U.S. Codex Strategic Plan (2012-2017) encompasses a broad scope, leverages past achievements, reflects the collective interests of governmental and non-governmental stakeholders, and takes into account developments within the evolving world of the Codex Alimentarius. Thus, what you will find captured herein is a shared vision and a clear strategy to guide the future of U.S. Codex.

U.S. Codex operates within the framework of the Codex Alimentarius Commission (CAC), which was established in 1963 by the United Nations Food and Agriculture Organization and the World Health Organization. Today, the CAC is comprised of more than 180 member countries, 1 Member Organization, and over 200 intergovernmental and international non-governmental organizations.

The CAC bases its work on expert scientific advice provided by FAO and WHO to develop international food standards, guidelines, and codes of practice. It is recognized as the international food standards developer in the World Trade Organization Agreement on Sanitary and Phytosanitary Measures. Within this context, U.S. Codex engages domestic stakeholders and international partners in identifying emerging trends and collaboratively developing harmonized science-based food standards that safeguard public health and fair trade interests both in the United States and worldwide. For the future, U.S. Codex envisions continuing to play a leadership role in advancing science-based food standards. To accomplish this, we must assure that our national infrastructure and Codex governance remain strong.

*Karen Stuck
U.S. Codex Manager*

Vision, Mission & Values

Within U.S. Codex, we recognize the benefits to public health from harmonized international food standards that ensure fair trade practices in the food trade globally. Our vision demonstrates what we have the potential to become and to achieve, and our mission clarifies our purpose. Our core values serve as guiding principles in our efforts to effectively fulfill our mission and realize our long-term vision.

Vision

As a global leader in Codex, we improve the lives of people worldwide through science-based international food standards that protect the health of consumers and help ensure fair practices in the food trade.

Mission

U.S. Codex is an interagency partnership that engages stakeholders in the development and advancement of science-based food standards for the benefit of the United States and the worldwide community.

Values

- Integrity: Promoting science-based food standards that uphold the public health leading to satisfying all our stakeholders and partners.
- Inclusiveness: We leverage the diverse expertise and resources available to us and cultivate an environment that thrives on collaboration and transparency.
- Engagement: We appreciate the insight of our stakeholders and partners and create information-sharing opportunities to inform and guide our activities.

- **Innovation:** We support cutting-edge science-based technologies and their associated standards that enable sustainable agricultural production and increased food safety and food security.
- **Leadership:** We hold ourselves accountable to the highest standards of excellence, as we strategically promote the adoption of science-based food standards.

Goals, Objectives & Strategies

Given the natural interdependencies that exist within U.S. Codex, achieving our goals is only possible when all interagency members are engaged and acting not as separate entities, but as partners working toward a common outcome. Thus, the *U.S. Codex Strategic Plan (2012-2017)* is organized cross-functionally, rather than by organization, program, or initiative.

The *U.S. Codex Strategic Plan (2012-2017)* is comprised of three broad-based, long-term goals, which are accompanied by associated objectives and strategies:

- **Goal 1:** The United States facilitates the continued adoption of science-based food standards by the Codex Alimentarius Commission.
- **Goal 2:** The United States enhances its role as a global leader in Codex Alimentarius.
- **Goal 3:** U.S. Codex Office provides innovative leadership on U.S. Codex activities.

The *Goals*, *Objectives*, and *Strategies* all align to enable us to carry out our *Mission* and ultimately realize our *Vision*. As used in this document, *Goals* are broad-based statements that outline an outcome to be achieved, *Objectives* are overarching statements that identify an intent to be addressed, and *Strategies* are specific statements that describe methods and actions to be employed that will enable us to achieve a related objective and its goal. In addition, the accompanying *Workplan* outlines the metrics against which we will measure our success.

Goal 1: The United States facilitates the continued adoption of science-based food standards by the Codex Alimentarius Commission.

- **Objective 1.1: Support Codex in maintaining its status as the premiere food standards setting body.**
 - a. Promote adoption of food standards that include cutting-edge technologies and food safety science.
 - b. Discourage exemptions and non-science considerations.
 - c. Provide financial support to WHO and FAO scientific bodies.
- **Objective 1.2: Advance U.S. interests.**
 - a. Conduct annual assessment of U.S. priorities and new work proposals.
 - b. Form strategic alliances with Codex members and pertinent organizations.
 - c. Develop U.S. strategy for upcoming Codex elections.
 - d. Conduct outreach with foreign governments to promote Codex standards development and adoption.

Goal 2: The United States enhances its role as a global leader in Codex Alimentarius.

- **Objective 2.1: Demonstrate leadership by example.**
 - a. Develop eligibility criteria for U.S. Delegate selection.
 - b. Conduct annual Delegate training.
 - c. Host Delegate conferences.
 - d. Develop Delegate orientation program.
 - e. Develop guidance on U.S. delegation roles, responsibilities, and protocol.
 - f. Enhance institutional subject matter expertise on Codex procedures.

- **Objective 2.2: Promote effectiveness of Codex member countries.**
 - a. Assess possibility of webcasting U.S.-chaired committee meetings.
 - b. Develop capacity and expertise within Codex member countries.
 - c. Provide financial support to Codex Trust Fund.

- **Objective 2.3: Encourage FAO and WHO in becoming better stewards of Codex.**
 - a. Elevate profile of Codex within WHO and FAO.
 - b. Foster transformational change in FAO.

Goal 3: The U.S. Codex Office provides innovative leadership on U.S. Codex activities.

- **Objective 3.1: Ensure efficient resource utilization.**
 - a. Assess the correlation between U.S. priorities and U.S.-hosted committees.
 - b. Assess new technologies that can be employed to administer U.S. Codex activities.
 - c. Assess available interagency resources.
 - d. Assess overall effectiveness and efficiency of U.S. Codex Office processes.

- **Objective 3.2: Improve U.S. Codex coordination.**
 - a. Increase effectiveness of U.S. Codex Policy and Technical Committees.
 - b. Enhance interagency engagement.
 - c. Enhance stakeholder engagement.

- **Objective 3.3: Elevate U.S. Codex profile.**
 - a. Increase Interagency and stakeholder awareness of *U.S. Codex Strategic Plan (2012-2017)*.
 - b. Expand relationships with food safety and nutrition leaders in academia, industry, NGO's and the private sector.
 - c. Engage senior leaders within the U.S. Government and members of Congress to broaden their understanding of Codex.
 - d. Enhance U.S. Codex website.

WORKPLAN

Goal 1: The United States facilitates the continued adoption of science-based food standards by Codex Alimentarius Commission.

Objective	Strategy	Metrics	Lead	Launch
Objective 1.1: Support Codex in maintaining its status as the premiere food standards setting body.	1.1.a Promote adoption of food standards that include cutting-edge technologies and food safety science.	<ul style="list-style-type: none"> ▪ # of standards with cutting-edge, science-based technologies adopted 	USCO	2013
	1.1.b Discourage exemptions and non-science considerations.	<ul style="list-style-type: none"> ▪ Decrease in standards adopted with exemptions or non-science considerations 	USCO	2012
	1.1.c Provide financial support to WHO and FAO scientific bodies.	<ul style="list-style-type: none"> ▪ \$ donated to scientific bodies 	USCO FAS EPA FDA	2012
Objective 1.2: Advance U.S. interests	1.2.a Conduct annual assessment of U.S. priorities and new work proposals.	<ul style="list-style-type: none"> ▪ Implement assessment process ▪ Initial set of committee-based strategies developed by 2014 ▪ % of U.S. new work proposals accepted as standards 	USCO	2013
	1.2.b Form strategic alliances with Codex members and pertinent organizations.	<ul style="list-style-type: none"> ▪ # of alliances with Codex members, regional committees, trade bodies, etc. ▪ Quality of engagement and coordination ▪ Decrease in overlap and inconsistencies 	USDA DOC DOS	2012

1.2.c Develop U.S. strategy for upcoming Codex elections.	<ul style="list-style-type: none"> ▪ Develop Strategy 	USCO	2012
1.2d Conduct outreach with foreign governments to promote Codex standards development and adoption.	<ul style="list-style-type: none"> ▪ # of countries adopting Codex standards as their national standard ▪ # of Codex standards adopted by countries 	USCO FAS DOS	On-going

Goal 2: The United States enhances its role as a global leader in Codex Alimentarius.				
Objective	Strategy	Metrics	Lead	Launch
Objective 2.1: Demonstrate leadership by example.	2.1.a Develop eligibility criteria for U.S. Delegate selection.	<ul style="list-style-type: none"> ▪ Develop criteria 	USCO	2015
	2.1.b Conduct annual Delegate training.	<ul style="list-style-type: none"> ▪ # of Delegates attending ▪ Participant evaluations ▪ Quality of Delegate “soft skills” & overall knowledge (e.g., negotiating skills, cultural sensitivity, Codex procedures) 	USCO	2012
	2.1.c Host Delegate conferences.	<ul style="list-style-type: none"> ▪ # of Delegates attending ▪ # of cross-cutting issues identified ▪ # of “best practices” shared and adopted 	USCO	2013

	2.1.d Develop Delegate orientation program.	<ul style="list-style-type: none"> ▪ Develop orientation program for new Delegates 	USCO	2014
	2.1.e Develop guidance on U.S. delegation roles, responsibilities, and protocol.	<ul style="list-style-type: none"> ▪ Develop guidance ▪ Quality of U.S. delegation coordination 	USCO	2013
	2.1.f Enhance institutional subject matter expertise on Codex procedures.	<ul style="list-style-type: none"> ▪ Develop training program ▪ Depth of Codex procedural knowledge ▪ Increased proficiency at Codex navigation 	USCO	2014
Objective 2.2: Promote effectiveness of Codex member countries.	2.2.a Assess possibility of webcasting U.S.-chaired committee meetings.	<ul style="list-style-type: none"> ▪ Assess possibility 	USCO DOS	2017
	2.2.b Develop capacity and expertise within Codex member countries.	<ul style="list-style-type: none"> ▪ Increase in # of member countries reached by USCO programs ▪ Quality of Codex member participation 	USCO DOS	2012
	2.2.c Provide financial support to Codex Trust Fund	<ul style="list-style-type: none"> ▪ \$ donated to Codex Trust Fund 	USCO	2012
Objective 2.3: Encourage FAO and WHO in becoming better stewards of Codex.	2.3.a Elevate profile of Codex within WHO & FAO.	<ul style="list-style-type: none"> ▪ # of member countries engaged in effort ▪ Increased support for Codex in WHO & FAO 	HHS DOS	2014
	2.3.b Foster transformational change in FAO	<ul style="list-style-type: none"> ▪ # of member countries engaged in effort ▪ Quality of leadership demonstrated by FAO 	USCO FAS	2014

Goal 3: The U.S. Codex Office provides innovative leadership on U.S. Codex activities.				
Objective	Strategy	Metrics	Lead	Launch
Objective 3.1: Ensure efficient resource utilization.	3.1.a Assess the correlation between U.S. priorities and U.S.-hosted committees.	<ul style="list-style-type: none"> ▪ Assess correlation ▪ Quality of alignment between U.S. priorities and U.S.-hosted committees 	USCO	2016
	3.1.b Assess new technologies that can be employed to administer U.S. Codex activities.	<ul style="list-style-type: none"> ▪ New technologies assessed by 2014 ▪ New technologies employed by 2015 ▪ Increase in efficiency in administering U.S. Codex activities 	USCO	2014
	3.1.c Assess available interagency resources.	<ul style="list-style-type: none"> ▪ Increase engagement between U.S. senior leaders and their foreign counterparts 	HHS USDA USTR DOC DOS	2013
	3.1.d Assess overall effectiveness and efficiency of U.S. Codex Office processes.	<ul style="list-style-type: none"> ▪ Processes assessed by 2014 ▪ Process improvements implemented by 2015 	USCO	2014
Objective 3.2: Improve U.S. Codex coordination.	3.2.a Increase effectiveness of U.S. Codex Policy and Technical Committees.	<ul style="list-style-type: none"> ▪ Active engagement and 100% participation of members ▪ New terms of reference implemented by 2012 	USCO	2012
	3.2.b Enhance interagency engagement.	<ul style="list-style-type: none"> ▪ Schedule at least four meetings a year ▪ # of members attending ▪ Active engagement and increased participation 	USCO	2012

	3.2.c Enhance stakeholder engagement.	<ul style="list-style-type: none"> ▪ Schedule at least four meetings a year ▪ # of stakeholders attending ▪ Stakeholder input considered in U.S. position ▪ Sustained support for Codex 	USCO	2012
Objective 3.3: Elevate U.S. Codex profile.	3.3.a Increase Interagency and stakeholder awareness of <i>U.S. Codex Strategic Plan (2012-2017)</i> .	<ul style="list-style-type: none"> ▪ Distribute <i>U.S. Codex Strategic Plan (2012-2017)</i>. ▪ Strategic Plan distributed to interagency members ▪ Strategic Plan posted on U.S. Codex website ▪ Increase in Public Meeting Attendance, U.S. Codex Website views, and Codex News subscriptions 	USCO	2012
	3.3.b Expand relationships with food safety and nutrition leaders in academia, industry, NGO's, and the private sector.	<ul style="list-style-type: none"> ▪ # of relationships built with academia ▪ # of relationships built with industry ▪ # of relationships built with private sector ▪ Active engagement and increased coordination 	USCO FAS HHS	2013
	3.3.c Engage senior leaders within the U.S. Government and members of Congress to broaden their understanding of Codex.	<ul style="list-style-type: none"> ▪ # of briefings conducted with senior leaders ▪ # of briefings conducted with members of Congress ▪ Appropriation levels maintained or increased 	USCO	2013
	3.3.d Enhance U.S. Codex website.	<ul style="list-style-type: none"> ▪ Improved ease of use ▪ Relevance and quality of information ▪ User surveys 	USCO	2012