

Strategic Plan for a New Modern National Agricultural Health and Food Control System in Barbados

Final Version

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Acronyms and Abbreviations

AHFC	Agricultural health and food control
AHFCP	Agricultural Health and Food Control Programme
BNSI	Barbados National Standards Institution
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CARICOM	Caribbean Community and Common Market
CODEX	Codex Alimentarius Commission
CPC	Chief Parliamentary Counsel
CROSQ	Caribbean Regional Organisation for Standards and Quality
CVO	Chief Veterinary Officer
EHO	Environmental Health Officer
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FVO	Food and Veterinary Office (EU)
GAS	Government Analytical Service
GOB	Government of Barbados
HACCP	Hazard Analysis and Critical Control Points
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Cooperation on Agriculture
IPPC	International Plant Protection Convention
ISO	International Organisation for Standardization
MA	Ministry of Agriculture, Food, Fisheries, Industry and Small Business
MAR	Ministry of Agriculture and Rural Development (formerly)
MCT	Ministry of Commerce and Trade
MH	Ministry of Health
NAHFCA	National Agricultural Health and Food Control Agency
NAHFCS	National Agricultural Health and Food Control System
NPPO	National Plant Protection Organisation
OIE	World Organisation for Animal Health (<i>Office internationale des épizooties</i>)
PAHO	Pan American Health Organisation
PPA	Plant Protection Act
PRA	Pest Risk Analysis
SPS	Sanitary and Phytosanitary
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities and Threats (analysis)
TBT	Technical Barriers to Trade
WHO	World Health Organisation
WTO	World Trade Organisation

1. Executive Summary

Agricultural Health and Food Control is fundamentally important to producers, consumers, tourists, food importers and exporters, retailers, restaurants and other food vendors. Many countries without modern, effective agricultural health and food control systems are experiencing extensive food-borne illness, invasion of harmful plant and animal diseases, degradation of the environment, and lack of market access overseas due to non-compliance with importing countries' requirements.

This Strategic Plan is the result of a decision by the government of Barbados to launch a bold new initiative to strengthen and upgrade its National Agricultural Health and Food Control System (NAHFCS).

The vision for the strengthened NAHFCS is:

A safe, secure and prospering Barbados, in which:

- Consumers, including tourists, are confident in the safety, quality and labeling of food;
- Industry is aware of and secure with fair rules, allowing it to be competitive and profitable nationally, regionally and globally;
- The government sector is trained, supported and empowered to meet their responsibilities; and
- The nation's environment is protected from invasive species, zoonotic and other harmful diseases and contaminants.

To attain the desired outcomes, it is necessary to have not only a new vision for the future and new policies that are needed to reach those outcomes, but also a Strategic Plan to identify national goals, objectives and milestones. As a key component of this initiative, this Strategic Plan builds upon the Policy Paper and maps out the way forward, along with detailed plans for each step along the way. This Strategic Plan establishes five national goals, and a series of objectives and tasks under each goal. The Strategic Plan identifies how and when steps need to be taken to achieve the desired results. Finally, it provides for the timely monitoring and evaluation of progress, to allow for midcourse corrections when needed.

2. Introduction and Background

Agricultural health and food control (AHFC) is of fundamental importance to producers, consumers, tourists, food importers, retailers, restaurants and other food vendors. Countries that do not implement modern, effective AHFC systems can experience food-borne illness, invasion of plant and animal diseases, degradation of the environment, and lack of market access to overseas markets. Therefore, an effective AHFC system is of key importance for any country –including Barbados- that aspires to offer a healthy food supply for its citizens and guests, maintain agricultural health, protect its environment and import and export products effectively and competitively in the world trading system.

The Government of Barbados has determined this is the time to turn a corner on plant and animal health and food control in Barbados. To this end, an initiative has been launched to map out the way forward and develop detailed plans for doing so. In effect, we have a new paradigm. All laws, policies, programmes and activities return to square one and must be reexamined individually and in relation to one another. Out of this thorough review comes a new vision for the future and the identification of national goals and objectives to make that vision a reality.

To assist Barbados in this process and transition, the Government has set up an Interim Office for the National Agricultural Health and Food Control Agency (NAHFCA or Agency) to coordinate efforts to advance the transition to a new National Agricultural Health and Food Control System (NAHFCS). The NAHFCA Interim Office (referred to in this Strategic Plan as simply “Interim Office) is supported by an intragovernmental committee representing the key responsible ministries (Ministry of Agriculture, Food, Fisheries, Industry and Small Business (MA), Ministry of Health (MH), and the Ministry of Commerce and Trade (MCT) and others. A contractor has been engaged to conduct an assessment of the current system, draft a Policy Paper, analyze existing laws, recommend a new legal framework, and prepare a related series of documents including this Strategic Plan, an Institutional Strengthening Plan, and an Economic Analysis, including a Business Plan.

As the first deliverable, the Policy Paper, accepted by the government of Barbados (GOB) on October 26, 2010, provides the framework for the other work products under the contract, including this Strategic Plan. The Policy Paper identifies the process followed to determine what needs to be done, including needed new policies, legislation and programme approaches.

The following highlights the key components of the policy framework for the new NAHFCS and the new Agency, the NAHFCA, to be based in the MA and charged with overseeing and coordinating the Government’s efforts in this area.

This Strategic Plan complements the Policy Paper, which focuses on what changes need to be made, and which approaches adopted to strengthen and better coordinate government and private sector efforts aimed at a high level of agricultural health and food control as well as a citizenry that is well informed about these matters. This Plan identifies how and when steps should be taken to achieve the results desired. Also, it provides for the timely monitoring and evaluation of progress, to allow for midcourse corrections when needed.

In addition, this Strategic Plan is meant to complement the individual strategic plans of the relevant Ministries, including those of the MA and the Ministry of Health (MH). These excellent and forward-looking documents include sections that both support the objectives of this Plan and provide details on how those Ministries intend to advance progress on their AHFC responsibilities. Once this Plan is accepted, the Interim Office will need to coordinate with the MA and MH to assure compatibility between the various strategic plans as efforts move forward.

The New National Agricultural Health and Food Control System (NAHFCS)

The food safety, plant health and animal health measures and strategy will be based upon the international norms of the International Plant Protection Convention (IPPC), the World Organization for Animal Health (OIE) and the Codex Alimentarius Commission (Codex), recognizing the status of these norms as reference standards under the World Trade Organisation (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement).

In particular, the food control elements of the new NAHFCS will be based upon preventive approaches to food production such as: Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP) and the Hazard Analysis and Critical Control Points (HACCP) approach. HACCP is now enshrined in international food hygiene codes of practice of the CODEX as well as in requirements of key trading partners such as the European Union (EU), the United States (USA), and Canada. What is emphasised in HACCP-based systems and related approaches is the responsibility of producers to adopt processes that guard against (i.e. prevent) the production of food presenting unacceptable risks to consumers, in parallel with acceptance of governmental responsibility to maintain surveillance over producers and to act effectively against unsafe foods, when prevention breaks down. Implementing HACCP requires not only the development of a robust legal infrastructure for the necessary mandatory standards but also the active participation of industry and regulators in the development of training and Standard Operating Procedures (SOPs) applying the HACCP system at the producer level.

Traditional inspectional techniques need to be realigned with HACCP approaches, with particular attention to risks presented by pathogens. Additionally, as in other countries, consumers play a key role in the “farm/sea to fork” food safety system envisioned for Barbados, and so consumer education will be a key responsibility for the NAHFCS, coordinated by NAHFCA, and aided by enhancements in the public education programmes of the MA, the MH and MCT.

The National Agricultural Health and Food Control Agency (NAHFCA)

It was agreed at a Cabinet meeting in December 2005 that Barbados should enact legislation to establish a new National Agricultural Health and Food Control Agency (NAHFCA, or Agency) to be housed in the MA, and with key roles played by the MH and the MCT.

This Agency would oversee and coordinate the design, implementation and monitoring of the new, modernized and effective NAHFCS. At present, these matters are dealt with by a hodgepodge of laws and programmes, some dating back to the colonial era, that are obsolete and lacking in coherence and comprehensiveness. The Agency also would oversee and coordinate the amendment or enactment of laws and regulations to provide the legal and regulatory framework for NAHFCS.

An outline of the proposed NAHFCA legislation is presented in the Policy Paper. Because the Barbados NAHFCS would involve key roles not only for the NAHFCA but also for the Other Competent Authorities under three Ministries – the National Plant Protection Organisation under the MA, Veterinary Services under the MA, and the food safety programme under the MH’s Environmental Health Department - the Policy Paper calls for the new NAHFCA-enabling law to provide authority and structures that facilitate timely and effective inter-ministerial cooperation.

The NAHFCA will be an overarching science-based entity that reports to the MA; but, whose governance will be overseen by a Permanent Secretary Policy Board (PSPB) comprised of the Permanent Secretaries of MA, MH and MCT. The PSPB will be responsible for providing strategic direction, policy and guidance to ensure the effectiveness of the NAHFCS and NAHFCA. The NAHFCA will be managed by a Technical Management Committee (TMC), comprised of the managers and directors of the agencies and programmes involved in the Barbados NAHFCS. The TMC will provide recommendations to the NAHFCA director and the PSPB and assist the NAHFCA with both policy development on AHFC issues and implementation of TMC and NAHFCA decisions at agency and programme level.

The TMC will be made up of the following representatives:

- the Executive Director of the NAHFCA;
- the Chief Agricultural Officer, MA;
- the Chief Environmental Health Officer, MH;
- the Chief Plant Protection Officer, MA;
- the Chief Fisheries Officer, MA;
- the Manager of Markets, MA;
- the Chief Medical Officer, MH;
- the Chief or Senior Veterinary Officer, MA;
- the Director of the Public Health Laboratory, MH;
- the Director of GAS, MA; and
- the Director of BNSI, MCT.

This Strategic Plan calls for the establishment of the TMC in advance of the enactment of the legislation creating the NAHFCA, in order to provide the Interim Office with the support and coordination needed for preliminary planning activities to be effective. This step may be viewed as a mere formalization of the interministerial committee referred to above but would be an important milestone toward achievement of a strengthened NAHFCS in advance of the enactment of the NAHFCA legislation.

There also would be a Stakeholder's Advisory Committee (SAC) to provide policy advice and support to the Agency. The SAC will be made up of representatives from key private and public sector organisations, including consumer groups. The committee will advise the NAHFCA on agricultural health and food control issues, policies and regulations. Furthermore, six or more Technical Committees would be established by the NAHFCA, made up of qualified members of the public and private sector possessing scientific, technical and management expertise as appropriate.

To carry out its mission as leader of the NAHFCS, the NAHFCA would include the following functions, aimed at providing infrastructure to the reformed and enhanced system as a whole:

- Policy, Planning and Evaluation – Development, updating coordination and evaluation of the NAHFCA Strategic Plan and implementation of NAHFCS programmes;

- Budget, Finance and Administration – Oversight of budget formulation, coordination among the ministries and economic impact analysis; accounting and oversight of financial aspects of the NAHFCS; and serving as a resource for expertise for the related AHFC programmes in the ministries in such areas as human resources development;
- Communication, Training and Education – Developing, coordinating and implementing training and education programmes for the public and private sector; issuance of press releases; establishment and maintenance of websites to disseminate information on AHFC requirements and activities;
- Science Liaison and Coordination – Liaison with ministry scientists, universities and international scientific organisations to ensure a strong science basis, throughout the system; and
- Regulatory and Legal affairs – Liaison with the Chief Parliamentary Counsel; identifying the need for legislation and regulations and reviewing and coordinating their development

Reflecting its key role as a coordinating and leadership body, the NAHFCA's responsibilities also will include:

- Performing evaluations;
- Ensuring public awareness about current and emerging issues;
- Ensuring that the Barbados workforce in the AHFC sector is trained and educated on the latest technical and scientific issues;
- Keeping the Barbados public and private sector abreast of regional and international issues'
- Establishing a data framework and system for the NAHFCS to assure consistency, reliability and transparency;
- Serving as a liaison office with relevant international and national bodies as to agricultural health and food control matters; and
- Coordinating programmes and seeking support from regional and international organisations such as CARICOM, the Inter-American Development Bank (FAO), the inter-American Institute for Cooperation on Agriculture (IICA), and the Pan American Health Organisation/World Health Organisation (PAHO/WHO).

The functional scope of the NAHFCA will include:

- Coordinating all programmes related to Agricultural Health and Food Control matters;

- Advising the Ministers on policy related to such matters;
- Carrying out strategic planning and priority setting, monitoring progress and annually evaluating progress and results;
- Designing, coordinating and implementing training for government officials and industry;
- Coordinating risk assessment;
- Carrying out risk communication;
- Coordinating the drafting of proposed and final regulations;
- Assessing the adequacy of programmes and performance of the industry in effective management practices for agricultural health and food control; and
- Coordinating the development and updating of guidelines, manuals and SOPs for government and industry.

For an immediate and ongoing infusion of expert resources to carry out these functions, the NAHFCA Interim Office will expand its operation with nine additional officials, three each from the ministries that are involved in the NAHFCS, i.e., MA, MH and MCT. These nine officials will serve on rotational assignments for a period of two or three years. Later these individuals would be replaced by other appropriate staff from the three ministries. This process will generate the expert resources needed for the new Agency, ensure that all ministries feel “ownership” of the Agency, and support the objective of effective intra-governmental cooperation in the interest of an effective NAHFCS. In addition, the NAHFCA legislation will include provisions ensuring that civil servants on temporary secondments or permanent positions in the NAHFCA retain seniority and benefits.

Achieving the objective of a modern and effective AHFC system depends upon a new statute articulating the powers and responsibilities of the NAHFCA as well as modernisation of the laws administered and enforced by the Competent Authorities as well as related programmes in the MA, MH, and MCT. There is need for new legislation to fill gaps, minimise overlaps, clarify roles, and provide authority to deal with new AHFC issues as they might emerge in the future.

This ambitious plan of amendments to existing laws, as well as new laws, will be coordinated and supported by the Agency. Work on the draft legislation will require concerted attention by the Ministers involved as well as high-level support for the priority of this work at Cabinet level, and in the office of the Chief Parliamentary Counsel.

The contemplated strengthening would consist not only of updated and enhanced legal authority for the NAHFCA and the Other Competent Authorities, but also additional institutional strengthening such as state-of-the-art laboratory facilities, new personnel and

appropriate training. A separate document, the Institutional Strengthening Plan, will cover this area in detail.

3. Assumptions

To carry out the strategic planning, it is necessary to make several assumptions as follows:

- a) The modified Policy Paper [resulting from the meetings held in Barbados June 7-11, 2010 and] accepted by the GOB on October 26, 2010, provides the policy framework for planning;
- b) The clock for the plan starts February 1, 2011 (The Start Date) and will cover the five year period ending February 1, 2016;
- c) The legislation (The Act) to provide the formal legal and regulatory framework for the NAHFCS and the NAHFCA will be enacted by the parliament, without significant change, within two years of the Start Date. However, much groundwork will be laid to prepare for implementation of The Act as well as to strengthen the ongoing MA, MH and MCT programmes in the interim and improve cooperation between the ministries; and
- d) The NAHFCA Interim Office will continue to operate and be further staffed to allow progress on all fronts, as identified in the Policy Paper.

4. Strategic Vision and Core Values

An integral part of strategic planning is adopting a vision for the future that guides the building of a plan to achieve the vision. In this case our vision is:

A safe, secure and prospering Barbados, in which:

- Consumers, including both residents and visitors, are confident and secure in the safety and quality of food.
- Industry is aware of its responsibilities and has taken on board the responsibility of compliance, confident and secure in the fact that the rules, while stringent, are applied in a fair and evenly enforced way that allows it to be competitive and profitable nationally, regionally and worldwide;
- Officials in the public sector are trained, supported and empowered to meet their responsibilities; and

- The nation’s environment is secure and protected from invasive species, zoonotic and other harmful diseases and contamination.

To make this strategic vision a reality, national core values are identified to provide a framework for the public and private sectors to work together and progress towards this vision of the future.

NAHFCS success depends on:

- Transparency — Making the management processes and results more open to the public and trading partners to assure effectiveness;
- Collaboration — Working cooperatively in a timely manner at all governmental levels on policy issues and matters related to AHFC;
- Inclusiveness – Providing opportunities for stakeholders, including consumers, to participate in the policy making process;
- Accountability – Measuring performance and monitoring progress and results against the achievement of the strategic plan; and
- Results-oriented Approach – Redirecting resources, when necessary, to where they can be used most effectively to achieve success.

5. National Goals, Objectives and Tasks

Five strategic goals have been established to provide the basis for: (1) The competent authorities and others in the public sector to reshape, strengthen and focus their efforts; (2) The new strengthened NAHFCS to take form and become a reality; (3) The NAHFCA to carry out its important new roles of oversight, co-ordination, communication and education; and (4) The private sector, including industry and consumers, to be aware of, and contribute to, realization of this vitally important national initiative for AHFC.

Goal 1

To ensure that the new and strengthened AHFC programmes in the Barbados are underpinned by modern robust legislation that achieves the strategic vision;

Goal 2

To establish controls and protocols consistent with international norms to prevent or control threats to Barbadian plant or animal health;

Goal 3

To assure consumers that food is safe, wholesome and properly labeled;

Goal 4

To establish NAHFCA and implement a comprehensive strengthening plan for the NAHFCS, including a reorganised, expanded and fully supported infrastructure that includes adequate facilities, programmes and staff to achieve the system's goals and objectives; and

Goal 5

To inform, educate and actively communicate with industry, consumers and other interested parties.

Each goal is further defined in terms of its achievement through establishment of a set of time-dependent objectives and tasks that enable all interested parties to monitor progress, identify next steps, identify the responsible parties and contribute ideas. In a scientifically complex area involving multiple ministries, a broad cross-section of private and public sector stakeholders, and regional and International organisations, establishing and updating this plan will be of paramount importance to successful achievement of our vision, goals, objectives and tasks. Once the plan has been established, the individual ministries with responsibilities for AHFC will be expected to review and update their own strategic plans to assure consistency and compatible timelines.

Set forth below, under each of the five National Goals, are a series of multiyear Objectives as well as time-dependent, shorter-term Tasks arrayed in a five year time frame to capture the importance of the necessary work for each Goal. The Objectives and Tasks are organised in sequence, as it is important to complete them in the order shown. Obviously, efforts on different tasks, objectives and goals can occur simultaneously. The annual in-depth review and evaluation carried out by the NAHFCA to measure real progress will form the basis for annual strategic plan updates. As part of this annual process, completed Tasks and Objectives will fall by the wayside, generally being replaced by new ones.

Goal 1 – To ensure that the new AHFC programmes in the Barbados are underpinned by modern robust legislation that supports achievement of the vision for NAHFCS

Objective 1 - To attain Cabinet and Parliament approval of a modernised set of agricultural health and food control laws and regulations and establishment of a NAHFCA (Completion date: August 1, 2014).

Task 1 – The Interim Office will coordinate the establishment of a Technical Management Committee (TMC) to facilitate the cooperation and communication needed for the development and enactment of legislation as well as achievement of other goals, objectives and tasks in this Strategic Plan both before and after the enactment of the legislation (Deadline: May 1, 2011).

Task 2 – The Interim Office in cooperation with the TMC will coordinate the completion of the drafting of, a new proposed statute, for a modern and effective NAHFCS, that articulates the powers and responsibilities of the NAHFCA, establishes modern food safety legislation and modernises the powers of the Other Competent Authorities (Deadline: August 1, 2011).

Task 3 – The Interim Office in cooperation with the TNC will coordinate the drafting of new draft statutes to address the most pressing deficiencies in Barbadian AHFC laws including new veterinary drugs control legislation; a new law updating the current inadequate legislation in regard to inspection of animal-derived products (including red meat, poultry and seafood) and animal health (Deadline: February 1, 2015).

Task 4 – The Interim Office in cooperation with the TMC will coordinate the drafting and completion of an amendment to the Standards Act to enable AHFC authorities to enforce standards set under that Act and an amendment to the Consumer Protection Act to move food-related responsibility from MCT to food control authorities (Deadline: August 1, 2014).

Task 5 – The Interim Office in cooperation with the TMC will be responsible for overseeing the development, implementation, monitoring and evaluation of Memoranda of Understanding (MOUs) or similar arrangements, among the current AHFC programmes, that aim to strengthen the effectiveness of ongoing activities, plug gaps where possible and otherwise improve efficiency, until the needed legislation is enacted (Deadline: February 1, 2013).

Task 6 - The Ministries represented on the TMC or otherwise involved in the implementation of the NAHFCA legislation will provide the Interim Office with the concerted attention required for the advancement of the legislation at the Cabinet level, and in the office of the Chief Parliamentary Counsel (Deadline: February 1, 2012).

Task 7 – The Interim Office, in cooperation with the TMC, will plan and host a National Forum of Stakeholders and other interested parties to introduce and explain the draft statute, in order to build a base of public support for Parliamentary approval of the legislation (Deadline: November 1, 2011).

Goal 2 – To establish controls and protocols consistent with international norms to prevent or control threats to Barbadian plant or animal health.

Objective 1 - To build understanding and support among stakeholders, including the general public, for improved national controls for harmful plants and animals or their diseases (Completion Date: February 1, 2012).

Task 1 - The Interim Office, in cooperation with the appropriate Competent Authorities, will plan and organise a National Scientific Workshop to consider, evaluate and identify the ten highest risk priority plant diseases or invasive species, and the ten highest risk priority animal diseases, that present threats to agricultural health in Barbados (Deadline: August 1, 2011).

Task 2 - The Interim Office, in cooperation with the appropriate Competent Authorities for plant and animal health, will plan and host a National Forum of Stakeholders and other interested parties to publicise the importance of agricultural health, disease and invasive plant control measures (Deadline: February 1, 2012).

Objective 2 – Establish Barbados internal infrastructure to enable active participation at the appropriate level in the relevant standard-setting bodies, i.e. the Codex Alimentarius, the OIE and the IPPC, and identify and acquire the resources needed for such participation (Completion Date: August 1, 2012).

Task 1 – The Competent Authorities for plant health, animal health and food safety (National Plant Protection Organisation, Veterinary Services and Environmental Health Directorate) will strengthen the core offices of the three AHFC programmes by setting up International Standards Officer positions (Deadline: August 1, 2011).

Task 2 – The Competent Authority for Plant Health, in cooperation with the Interim Office and in conjunction with the Institutional Strengthening Plan for laboratories, will build plant pest diagnostic, Pest Risk Assessment (PRA) and surveillance capacity in order to ensure that present policies meet current IPPC standards and the Plant Protection Act 2007 (Deadline: August 1, 2012).

Objective 3 – Develop bilateral agreements and regional standards that support AHFC objectives in Barbados (Completion Date: February 1, 2013).

Task 1 – The Competent Authorities, in cooperation with the Interim Office, will evaluate whether there is an opportunity to leverage resources via the NAHFCS initiative to enhance participation in meetings of CARICOM or other organisations (Deadline: August 1, 2011).

Task 2 – The Interim Office or Agency, in cooperation with the Competent Authorities and the ministries responsible for foreign affairs and trade, will actively seek regular bilateral meetings with the AHFC programme leaders of the major trading nations to establish networks and build relationships that can lead in the future to bilateral agreements (Deadline: February 1, 2012).

Task 3 – Promote Barbados AHFC laboratories (the Veterinary Science Laboratory, the Government Analytical Service, and the Public Health Laboratory) as centers for excellence in their respective specialty areas (Deadline: February 1, 2013).

Task 4 -- Offer services to the industry, other countries in the region and the new Caribbean Agricultural Health and Food Safety Agency (CAHFSA) (Deadline: February 1, 2013)

Goal 3 - To assure consumers that food is safe, wholesome and properly labeled.

Objective 1 – Hold a Workshop to identify the ten highest food risks (product/pathogen or contaminant combinations) of concern to Barbados (Completion Date: August 1, 2012).

Task 1 – The Interim Office in cooperation with the MH will plan the Workshop and the related procedures to be used to encourage active participation by scientists and other stakeholders to assure that the Workshop and related procedures achieve the desired outcome, i.e., identification of the ten highest food product risks in Barbados (Deadline: August 1, 2011).

Task 2 – Identify and invite the appropriate national, regional and international scientific experts and stakeholders to participate in the Workshop (Deadline: August 1, 2011).

Objective 2 – Establish and implement requirements for farm/vessel to table preventive food control management systems (FSMS) such as HACCP, Good Agricultural Practices (GAPs), Good Manufacturing Processes (GMPs), and traceability. (Completion Date: August 1, 2014).

Task 1 – The Interim Office or Agency, in cooperation with the TMC, will develop a FSMS Implementation Plan which covers regulations, data requirements, forms, training, and communication (Deadline: August 1, 2012).

Task 2 – The Interim Office or Agency, in cooperation with the TMC, will develop FSMS guidance documents for both the industry and inspectors (Deadline: August 1, 2013).

Task 3 – The Interim Office or Agency will negotiate agreements with key industry leaders that have already established HACCP or other FSMS, to help with compliance evaluation, communication and certification (Deadline: August 1, 2013).

Goal 4— To establish and implement NAHFCA and reorganise and support an infrastructure of facilities, programmes and staff to achieve the vision

Objective 1- Augment the Interim Office or Agency efforts with the infusion of nine existing government employees, three from each ministry (MA, MH and MCT), on loan through temporary secondments, for a period of two to three years (Completion Date: August 1, 2011)

Task 1 – Develop the job descriptions for the detailees (Deadline: March 1, 2011).

Task 2 – Advertise jobs (Deadline: April 1, 2011).

Task 3 – Select and place the nine individuals (Deadline: August 1, 2011).

Task 4 – In collaboration with the TMC, develop a human resource strategy to address the various agencies' recruitment and training needs, in the run-up to the new NAHFCS, and in alignment with the Institutional Strengthening Plan's staffing recommendations (Deadline: August 1, 2011).

Objective 2 – Modernise and strengthen the laboratories and other government facilities infrastructure by financing construction of inspection and quarantine facilities at ports of entry, and developing a new laboratory complex (Completion date: February 1, 2016).

Task 1 – Complete the design of the new laboratory complex (Deadline: May 1, 2011).

Task 2 – Strengthen current laboratories’ infrastructure to ensure their capacity to support the needs of the enhanced NAHFCS (Deadline: August 1, 2012).

Task 3 – Start construction of the new laboratory complex, beginning with Phase One of the complex – Plant Health Laboratory (Deadline: August 1, 2012).

Task 4 – Design and build part of an entry inspection facility (Deadline: August 1, 2015).

Task 5 – Implement Labs Quality Management System through the MA laboratory network (Deadline: August 1, 2012).

Task 6 – Study options, seek and obtain ISO 17025 accreditation for laboratory network (deadline: February 1, 2016).

Objective 3 – Develop analytical procedures for Official Regulatory Samples¹ and strengthen the capabilities of laboratory personnel (Completion Date: February 1, 2013).

The Interim Office or Agency in collaboration with the TMC will:

Task 1 – Develop guidelines, SOPs, manuals (Deadline: August 1, 2011,--too ambitious; will need more time. Consider having multiple tasks.).

Task 2 - Provide appropriate training to entire laboratory staff (Deadline: February 1, 2013).

Task 3 – Develop a national laboratory strategy that includes a plan for leveraging resources for sampling and testing (Deadline: February 1, 2012).

Objective 4 – Modernise and, to the extent feasible (given different levels of risks and statutory mandates), harmonise the AHFC inspection programmes (Completion Date: August 1, 2015).

¹ Official Regulatory Samples is a sample collected by a government officer to ensure compliance with legal regulatory requirements.

Task 1 – Develop and implement new position descriptions for the various inspection services (Deadline: August 1, 2014).

Task 2 – Based on the new regulations, develop guidance documents, manuals, SOPs, checklists, etc., for the inspectorates and industry (Deadline: August 1, 2013).

Task 3 – Develop and implement port-of-entry inspection procedures (deadline: August 1, 2013).

Task 4 – Develop training curricula for inspectors and industry, utilising existing university, college and ministry resources in a way that provides for the maximum effectiveness and sustainability of the new system (Deadline: August 1, 2013).

Task 5 – Train inspectors and industry on the new system (Deadline: August 1, 2015); and

Task 6 – Develop a surveillance and enforcement strategy (Deadline: August 1, 2015).

Goal 5 — To inform, educate and actively communicate with industry, consumers and other relevant persons and organisations

Objective 1 – Cultivate a culture that promotes transparency, cooperation and effective team work (Completion date: February 1, 2012).

Task 1 - Plan a National Forum for stakeholders and the public to introduce this National Initiatives and gain public awareness and support. The Policy Paper, Strategic Plan and Institutional Strengthening Plan will be shared and presented for discussion (Deadline: August 1, 2011).

Task 2 - The Interim Office, in cooperation with MA, MH and MCT will publically announce the National Forum (Deadline: May 1, 2011).

Task 3 - The Interim Office will obtain the needed materials for the Forum, working with contractors or others as necessary (Deadline: August 1, 2011).

Task 4 - Conduct the Forum and prepare a Report capturing the public input (Deadline: February 1, 2012).

Objective 2 – Establish a procedure to build a sustainable base of private sector support for the new AHFC system of Barbados (Completion Date: August 1, 2012).

Task 1 - The Interim Office will draft the Terms of Reference and obtain approval for the establishing the Stakeholders Advisory Committee (SAC) -the committee that advise the NAHFCA on AHFC issues, policies and regulations (Deadline: May 1, 2011).

Task 2 - Obtain approval of the Management Board of the new NAHFCA of notice to solicit public interest in becoming a member of the SAC (Deadline: November 1, 2011)

Task 3 - In consultation with the Management Board of new NAHFCA, select the initial set of SAC members and appoint one third to one year, one third to two years and one third to three years terms. (Deadline: February 1, 2012).

Task 4 - Plan and conduct the first of the quarterly meetings of the SAC (Deadline: May 1, 2012).

Task 5 -The Interim Office will establish ongoing communication procedures with stakeholders (Deadline: February 1, 2012).

Objective 3 – Plan and conduct Scientific Forums to provide appropriate technical input needed for policy development and program implementation (Completion date: Open-ended).

Task 1 - Notify the public of an initial Scientific Forum and invite comments or input on the data needs and risk assessment approaches necessary to successfully implement a strengthened NAHFCS (Deadline: November 1, 2011).

Task 2 - Hold the initial Scientific Forum and prepare the report of the meeting (Deadline: February 1, 2012)

Objective 4 – Establish mechanisms to generate and disseminate effective risk information from Risk Assessments within the Government of Barbados, with international counterparts, and with the public via the internet and other media (Completion date: February 1, 2012).

Task 1 – Develop a NAHFCS web site as a primary mechanism of communication within the Government of Barbados, with international counterparts, and with the public (Deadline: November 1, 2011);

Task 2 – Develop and implement guidelines for development of consistent, clear messages, including defining when and how communications are carried out (Deadline: November 1, 2011);

Task 3 – Establish a NAHFCS interagency information system, based upon recommendations of a team of various ministries’ experts who have assessed each ministry’s capabilities and needs and a redesigned information technology (IT) system infrastructure; provide new computational tools and technology (Deadline: February 1, 2012).

Objective 5 – Develop a plan for the systematic collection, analysis and interpretation of the data needed to support the risk-based approach of NAHFCS (Completion Date: February 1, 2012).

Objective 6 - Establish a system and procedures for active surveillance of foodborne diseases and related epidemiologic studies (Completion date: February 1, 2012).

Objective 7 – Establish procedures for effective and timely response to emergency situations and recall notifications of contaminated food (Completion dates: February 1, 2013).

Objective 8 – Increase public awareness of food safety and safe food handling (Completion date: Open-ended).

Task 1 – The Interim Office or Agency, in coordination with the TMC and SAC, will develop a consumer education programme (Deadline: February 1, 2013).

Task 2 - The Interim Office will develop and maintain technical committees for all regulated industry sectors (Deadline: February 1, 2012).

Task 3 – The Interim Office will regularly publish articles or communicate in journals, newsletters and forums (Deadline: Open-ended).

6. Monitoring and Evaluation

The Interim Office, and thereafter the NAHFCA when it has been established by legislation, will lead and coordinate efforts to actively monitor progress toward establishment of the new, modern NAHFCS and to monitor its ongoing effectiveness. To accomplish this responsibility, the Interim Office or Agency will establish national milestones and performance measures, working in close consultation with the TMC, SAC and the public at large. To measure progress, the Interim Office and NAHFCA will annually conduct a comprehensive evaluation of progress, identify problems and issues, and make recommendations in an Annual Report to be submitted

through the Management Board to the Ministries of MA, MH and MCT. Further, a summary of the Annual Report will be published and made available to the public.

Monitoring

The Interim Office/Agency will commence active monitoring of all work toward the establishment of the new, modern NAHFCS and the new Agency and provide Quarterly Reports on progress and a comprehensive Annual Report to be shared with the three key Ministries and the public. Once the NAHFCA Act is passed, close monitoring and reporting of progress in its implementation will be of paramount importance, including oversight of the needed enhancements in the elements of the NAHFCS carried out by Competent Authorities for plant health, animal health and food safety.

Evaluation

The Interim Office or Agency will carry out in-depth, annual evaluations of the NAHFCS to ascertain progress, accomplishments, issues/problems and future needs. The annual evaluation report will be published and made available for comment to the ministries and the public.

7. Logical Framework

Summary	Indicators	Goal in five years	Means of Verification
Strategic Goal #1			
Objective 1- Attain Cabinet and Parliamentary approval for a modernized set of laws and regulations and establishment of NAHFCA	<ol style="list-style-type: none"> 1. NAHFCA established and functioning. 2. NAHFCS legislation enacted 3. MOUs or other contractual agreements between the ministries established 4. National Forum of Stakeholders to seek NAHFCS support conducted 	100%	<ol style="list-style-type: none"> 1. Parliamentary approval 2. MOUs 3. Official government publication 4. National Forum Report
Strategic Goal #2			
Objective 1- To built understanding and support among stakeholders, including general public , for improved National Controls for harmful plants and animals or their diseases	<ol style="list-style-type: none"> 1. National Scientific Workshop - ten highest risk priority plant diseases invasive species to Barbados 2. National Scientific Workshop - ten highest risk priority animal diseases to Barbados 3. National Forum of stakeholders and other interested parties to 		<ol style="list-style-type: none"> 1. List of 10 highest risk and invasive priority plant diseases species 2. List of 10 highest animal diseases 3. National Plant Health Forum Report

Summary	Indicators	Goal in five years	Means of Verification
	introduce the importance of agricultural health, disease and invasive plant control measures		
Objective 2- Establish Barbados internal infrastructure to enable active participation at the standard setting bodies, (i.e., Codex Alimentarius, OIE and IPPC) at the appropriate level	<ol style="list-style-type: none"> 1. Number of International Standards Officer positions established 2. Number of plant pest diagnostic, 3. Number of PRA conducted 	<p>75%</p> <p>50%</p> <p>50%</p>	<ol style="list-style-type: none"> 1. Position description of international standards officer position 2. Pest diagnostic Report 3. PRA - Reports ←-above items 2 and 3 need clarification; I do not understand them
Objective 3 – Develop bilateral agreements and regional standards that support agricultural health and food control objectives in Barbados	<ol style="list-style-type: none"> 1. Number of CARICOM meetings attended 2. Number of meetings with trading partners 3. % of laboratory workload conducted for non government org 	<p>50%</p> <p>25%</p> <p>25%</p>	<ol style="list-style-type: none"> 1. Strategy for participation in CARICOM meetings 2. Reports of the meetings with trading partners 3. NAHFCS Laboratory annual report
Strategic Goal #3			
Objective 1 - Identify the ten highest risk food product/pathogen or food/contaminant combinations of concern to Barbados	<ol style="list-style-type: none"> 1. The Scientific Workshop to identify the ten highest risk food product/pathogen or contaminant combinations of concern to Barbados 	100%	<ol style="list-style-type: none"> 1. Report of the workshop

Summary	Indicators	Goal in five years	Means of Verification
Objective 2 – Establish and implement farm/vessel to table food control management systems (FSMS) such as HACCP, GAP, GMP, etc.	<ol style="list-style-type: none"> 1. FSMS Implementation strategy 2. Number of inspectors guidance 3. Number of industry guidance 4. Number of partnership agreements with industry leaders 	<p>100%</p> <p>50%</p> <p>50%</p> <p>50%</p>	<ol style="list-style-type: none"> 1. FSMS implementation plan 2. Inspectors guidance doc 3. Industry guidance doc 4. Partnership documents
Strategic Goal #4			
Objective 1- Strengthen the efforts of the Interim Office or Agency with the infusion of nine existing government employees, three from each ministry (MA, MH and MCT), on loan through temporary secondments for a period of two years	<ol style="list-style-type: none"> 1. Number of individuals hired by NAHFCA (permanent or on loan positions) 2. Number of individuals hired by the NAHFCS 3. Number of training courses offered to the NAHFCS staff 4. Number of managers trained 	<p>100%</p> <p>75%</p> <p>75%</p> <p>75%</p>	NAHFCA annual report and relevant agencies annual reports
Objective 2 – Modernise and strengthen AHFC Laboratories and other government facilities’ infrastructure by financing construction of inspection and quarantine facilities at ports of entry, and a new laboratory complex	<ol style="list-style-type: none"> 1. Laboratory complex designed 2. New lab for plant health (phase 1) in operation 3. New inspection facility at the port of entry in operation 4. Current laboratory facilities updated and operating 5. Quality Control /Assurance 	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<ol style="list-style-type: none"> 1. Laboratory blue prints 2. Plant Health annual report 3. NAHFCA annual report 4. Annual reports by each laboratory (GAS, VSL and Public Health)

Summary	Indicators	Goal in five years	Means of Verification
	<p>Management manual developed and implemented</p> <p>6. Number of laboratories areas of specialization ready for accreditation</p>	75%	<p>5. NAHFCS annual report</p> <p>6. NAHFCS laboratories annual reports [does this duplicate #4]</p>
Objective 3- Develop analytical procedures for Official Regulatory Samples and strengthen the capabilities of the laboratory personnel	<p>1. Number of SOPs developed</p> <p>2. Number of laboratory staff members trained ←I don't get these indicators that are expressed as "Number of..." as I believe we need to be more specific as to metrics for success.</p>	80%	GAS, VSL , PH and NAHFCA annual reports
Objective 4 – Modernize and harmonize the AHFC inspection program	<p>1. Number of new inspectors hired for NAHFCS</p> <p>2. Number of SOPs develop for inspection system</p> <p>3. Number of guidance documents developed for inspectors and industry</p> <p>4. Number of course syllabi developed with the universities</p> <p>5. Number of courses offered for inspectors</p>	<p>75%</p> <p>80%</p> <p>80%</p> <p>80%</p> <p>80%</p>	NAHFCA and relevant agencies annual report
Strategic Goal #5			
Objective 1 -Cultivate a culture that promotes transparency, cooperation and effective team	<p>1. National Forum announced</p> <p>2. National Forum conducted</p>	<p>100%</p> <p>100%</p>	Report of the National Forum

Summary	Indicators	Goal in five years	Means of Verification
work			
Objective 2 – Built a base of public support for the NAHFCS	<ol style="list-style-type: none"> 1. Established the SAC 2. SAC members appointed 3. Several SAC meetings held 	100% 100% 100%	NAHFCA annual report
Objective 3 – Plan and conduct Scientific forums	<ol style="list-style-type: none"> 1. Initial Scientific Forum conducted 	50%	NAHFCA annual report
Objective 4 – Establish mechanism to generate and disseminate risk information to all stakeholders	<ol style="list-style-type: none"> 1. ?? No. of visits to website 2. Consumer satisfaction with NAHFCS electronic service delivery 	100% 90%	NAHFCA annual report
Objective 5 – Develop a plan for the systematic collection, analysis and interpretation of data	<ol style="list-style-type: none"> 1. Plan established 2. Data system designed and operational 	100% 100%	NAHFCA annual report
Objective 6 – Establish a system for active surveillance of foodborne diseases and related epidemiological studies	<ol style="list-style-type: none"> 1. System protocol designed 2. Several epidemiological studies carried out? 	100% 50%	NAHFCA annual report
Objective 7 – Establish procedures for effective and timely response to emergency situations and recalls notifications	<ol style="list-style-type: none"> 1. SOPs for emergency response established 2. SOPs for recall notifications established 	100% 100%	NAHFCA annual report

Summary	Indicators	Goal in five years	Means of Verification
Objective 8 – Increase public awareness of food safety and safe food handling	1. ???No. consumer education campaigns conducted	100%	NAHFCA annual report
	2. ???No. of technical committees established	100%	
	3. ???No. of technical committee meetings held	100%	
	4. ???No. of articles published	90%	

Activity	2011												2012				2013				2014				2015				2016	
	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q	1Q													
Obj3 - Task 2	█	█	█	█	█	█	█	█	█	█	█	█	█																	
Obj3 - Task 3	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█													
Goal #3	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q														
Obj1 - Task 1	█	█	█	█	█	█	█	█																						
Obj1 - Task 2	█	█	█	█	█	█	█	█																						
Obj2 - Task 1	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█														
Obj2 - Task 2	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█											
Obj2 - Task 3	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█											
Goal #4	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q														
Obj1- Task 1	█	█	█																											
Obj1- Task 2	█	█	█	█																										
Obj1- Task 3	█	█	█	█	█	█	█	█																						
Obj1- Task 4	█	█	█	█	█	█	█	█																						
Obj2- Task 1	█	█	█	█	█																									
Obj2- Task 2	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█														

Activity	2011												2012				2013				2014				2015				2016
	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q	1Q												
Obj2- Task 3	█												█																
Obj2- Task 4	█												█				█				█				█				
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Obj2- Task 6	█												█				█				█				█				
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Obj4- Task 5	█												█				█				█				█				
Obj4- Task 6	█												█				█				█				█				
Goal #5	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q													
Obj1- Task 1	█																												

Activity	2011												2012				2013				2014				2015				2016
	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q	1Q												
Obj1- Task 2	█	█	█	█	█																								
Obj1- Task 3	█	█	█	█	█	█	█	█																					
Obj - Task 4	█	█	█	█	█	█	█	█	█	█	█	█	█																
Obj2- Task 1	█	█	█	█	█																								
Obj2- Task 2	█	█	█	█	█	█	█	█	█																				
Obj2- Task 3	█	█	█	█	█	█	█	█	█	█	█	█	█																
Obj2- Task 4	█	█	█	█	█	█	█	█	█	█	█	█	█	█															
Obj2- Task 5	█	█	█	█	█	█	█	█	█	█	█	█	█																
Obj3- Task 1	█	█	█	█	█	█	█	█	█	█	█	█																	
Obj3- Task 2	█	█	█	█	█	█	█	█	█	█	█	█	█	█															
Obj4 -Task 1	█	█	█	█	█	█	█	█	█	█	█	█																	
Obj4- Task 2	█	█	█	█	█	█	█	█	█	█	█	█																	
Obj4- Task 3	█	█	█	█	█	█	█	█	█	█	█	█	█	█															
Obj 5	█	█	█	█	█	█	█	█	█	█	█	█	█																
Obj 6	█	█	█	█	█	█	█	█	█	█	█	█	█																

Activity	2011												2012				2013				2014				2015				2016				
	1	2	3	4	5	6	7	8	9	10	11	12	1Q	2Q	3Q	4Q	1Q																
Obj 7																																	
Obj8- Task 1																																	
Obj8- Task 2																																	
Obj8- Task 3																																	