

Government of Jamaica

IMPLEMENTATION PLAN



Name of Project:	"NATIONAL FOOD SAFETY POLICY"
Project Period:	2012 - 2017
Revision Date:	
Replaces Document dated:	

The Implementation plan has been developed by the NAHFSCC with the support of the Public Sector Modernization Division of the Cabinet Office.



SIGNATORIES TO THE DOCUMENT

This project document was developed within the context of a partnership between the following parties who are signatories to the document. By signing this document, each party agrees that the project has been defined appropriately and the planned approach to its implementation is understood and has been agreed in principle.

Organisation 1	
Title: Permanent Secretary/MINISTRY OF AGRICULTURE AND FISHERIES	
Name: Donovan Stanberry	
Signature:	Date

Organisation 2	
Title: Permanent Secretary/MINISTRY OF INDUSTRY, INVESTMENT AND COMMERCE	
Name: Reginald Budhan	
Signature	Date

Organisation 3	
Title: Permanent Secretary/MINISTRY OF HEALTH	
Name: Dr. Jean Dixon	
Signature	Date

Organisation 4	
Title: Permanent Secretary/MINISTRY OF SCIENCE, TECHNOLOGY, ENERGY AND MINING	
Name: Hilary Alexander	
Signature	Date

TABLE OF CONTENTS

	Pages
1.0 PROJECT OVERVIEW	7
1.1 PURPOSE OF THE IMPLEMENTATION PLAN	7
1.2 OBJECTIVES	10
1.3 SCOPE OF WORK.....	11
2.0 Risk Management.....	13
3.0 ROLE AND FUNCTIONS OF ORGANISATIONS INVOLVED.....	15
4.0 LEGISLATIVE IMPLICATIONS.....	16
5.0 POLICY IMPLICATIONS.....	18
6.0 THE IMPLEMENTATION PLAN	19
6.1. Governance Framework	19
6.2. Overall Project Financing.....	21
6.3. OBJECTIVES AND OUTCOMES.....	23
6.4. Monitoring Implementation.....	26

6.4.1 Project Activities and Status.....	26
6.5. WORKBREAKDOWN STRUCTURE.....	45
6.6. OVERALL IMPLEMENTATION SCHEDULE.....	46
7.0 APPENDICES.....	48
7.1. Appendix 1:	49

GLOSSARY

ACP	Agricultural Competitiveness Programme
ASSP	Agricultural Support Services Project
AHFS	Agricultural Health and Food Safety Activities
CAC	Consumer Affairs Commission
CO	Cabinet Office
CODEX	Codex Alimentarius Commission
CPC	Chief Parliamentary Council
EHU	Environmental Health Unit
FAO	Food and Agriculture Organization
FSL	Fiscal Services Ltd
GoJ	Government of Jamaica
IICA	Inter-American Institute for Cooperation in Agriculture
IMC	Inter-Ministerial Food Safety Committee
IPPC	International Plant Protection Convention
JANAAC	Jamaica National Agency for Accreditation
MoAF	Ministry of Agriculture and Fisheries
MIIC	Ministry of Industry, Investment and Commerce
MOH	Ministry of Health
MSTEM	Ministry of Science, Technology, Energy and Mining
MOU	Memorandum of Understanding
NAHFSCC	National Agricultural Health and Food Safety Coordinating Committee
NCBJ	National Certification Body of Jamaica
NFSC	National Food Safety Council
PVS	Performance Vision Strategy
OIE	World Organization for Animal Health
PR	Public Relations
PSMD	Public Sector Modernization Division
PMES	Performance Monitoring and Evaluation System
SRC	Scientific Research Council

SPS	Sanitary and Phytosanitary Measures
WHO	World Health Organization
WTO	World Trade Organization

1.0 Project Overview

1.1 Purpose of the Implementation Plan

The right of everyone to have access to safe and nutritious food is affirmed in the Rome Declaration on World Food Security of 1996. Safe and nutritious food of adequate quality to meet consumers' expectations is no longer a luxury of the rich but a right of all people.¹

The international food trade is guided by policies and principles developed by The World Trade Organisation Sanitary and Phytosanitary (WTO/SPS), the World Health Organisation (WHO), Food and Agricultural Organisation (FAO), Codex Alimentarius Commission, The World Organisation for Animal Health (OIE), The International Plant Protection Committee (IPPC) and other international oversight organisations.

International food market places the onus on national governments to undertake the regulatory responsibility necessary to ensure the food being traded within and outside their borders is safe for consumption.

The safety and quality of the Jamaican food supply is the responsibility of four Ministries (Agriculture and Fisheries; Health; Industry, Investment and Commerce; and Science, Technology, Energy and Mining) with their respective departments/divisions and agencies. The food safety functions are governed by a number of Acts and Regulations, resulting in systemic gaps, overlaps and a fragmented approach to the management of food safety. Over the years many attempts have been made to streamline and develop a coordinated approach to food safety, mainly by way of Inter-ministerial and inter-agency committees and Memoranda of Understanding (MOUs), with limited success.

In order to achieve a more coordinated and integrated approach to food safety management, the National Agricultural Health and Food Safety Coordinating Committee (NAHFSCC) was established under the Agricultural Support Services Project 2001-2009 (ASSP) in the year 2001. The committee, which is still functional today, is comprised of

¹ FAO World Food Summit, June 2002

senior technical officers from the three ministries with food safety functions, academia and private sector. It served as a good preliminary mechanism for the coordination of national food safety issues, and under its stewardship a MOU entitled “*Coordination of the Activities of Agricultural Health and Food Safety Agencies in Jamaica*” was signed amongst the three Ministries (formerly the Ministry of Industry, Technology, Energy and Commerce, the Ministry of Agriculture and Lands and the Ministry of Health) name the ministries) in 2005. Joint work plans developed under this MOU has facilitated clarity in roles and responsibilities in areas such as food inspection, sampling and surveillance.

The Government further recognizing the need for a more effective coordinated approach to Food Safety management approved the National Food Safety Policy in October 2011. This policy aims to address the following:

- Establish a seamless National Food Control System aimed at protecting human health;
- Create a more coordinated, harmonized approach to food safety ensuring that food produced, traded and consumed is safe, sound and wholesome;
- Clarify roles and responsibilities amongst the three Ministries and associated Agencies
- Integrate, as far as possible, institutional and operational arrangements for a more efficient and effective management of the food safety systems.
- Increased market access and competitiveness in the global food trade.

Building Consumer awareness and confidence is important in order to become and remain competitive; countries must adopt systems and procedures along the “Farm to Fork” continuum which meets international standards.² Whilst the production of safe food can be

² Extracted message from The Minister of Agriculture and Fisheries, 2009

assured through the implementation and application of Food Safety Systems, by business operators monitored by the regulatory agencies; continuing access to international food markets will rely heavily on the strengthening of Jamaica's National Food Control System, covering the entire food chain from "farm to fork."

The implementation plan postulates the placing of significant emphasis on the strengthening of the National Food Control System, towards achieving the overarching objectives of not only safe food and food security, but expansion of the export trade for social and economic growth. Successful implementation of the Food Safety Policy requires the cooperation and participation of all stakeholders including but not limited to regulators, farmers, producers, food business operators and consumers. Buttressing this cooperation of stakeholders must be effective enforcement regulatory requirements, training, public education and communication.

The vision of the policy is:

"To advance the national food safety and food security systems based on national and international standards aimed at safeguarding human, animal, plant and environmental health and the facilitation of trade through the application of science, technology and innovation enabled by an integrated institutional framework, effective interagency collaboration and appropriate legislation, as well as a strengthened public/private sector partnership."

The Food Safety Policy approves the establishment of an Inter-Ministerial Food Safety Committee (comprising the Ministers with portfolio responsibility for Agriculture, Health, Science, Technology, Energy & Mining, and Industry, Investment and Commerce) and a National Food Safety Council (NFSC) supported by a secretariat. The NAHFSCC will be given legal status to form the NFSC.

While the food safety policy provides the overarching framework and principles that will guide the actions and interventions for improving the national food safety programme, the implementation plan will provide the road map for achieving the objectives of the policy.

The Implementation Plan:

1. Identifies all the activities to be undertaken in achieving each policy objective,

2. Identifies the roles and responsibilities of the various Agencies involved in the process to prevent duplication of efforts,
3. Identifies gaps, limitations and interrelated activities which may impact on the successful implementation of the policy.
4. Develops specific timelines, performance indicators and funding requirement,
5. Provides for the monitoring and evaluation of the policy implementation

The Chief Parliamentary Council has a critical and fundamental role to play for the successful implementation of the policy, given the number of legislation which needs to be reviewed, amended and promulgated.

Other key ministries which have an important role to play in the successful implementation of the National Food Safety Policy are the Ministries of Local Government, Education, Tourism, National Security, Finance and Foreign Affairs & Foreign Trade.

1.2 Objectives

The major objectives of this implementation plan are as follows:

1. To establish a coordinating mechanism for food safety activities in accordance with national, regional and international standards and agreements.
2. To promulgate modern food safety legislation, associated regulations and protocols
3. To establish and improve systems that will ensure safe food and facilitate trade
4. To align the National Food Control system with international standards.
5. Standard turnaround time established for all approval processes
6. To establish a standard fee policy and consolidated billing and collection arrangements
7. Strengthening operational capacity of the agencies
8. To Develop and implement Public Education and Awareness Programme
9. To facilitate research and development activities

10. Monitoring and evaluation

Interrelations and Interdependences of Objectives

The plan recognizes the inter-relations and interdependences of the various objectives and planned activities as illustrated in the implementation schedule in Section 6.5 of the document.

1.3 Scope of work

The Scope of work includes
1. Establishment of the Inter-Ministerial Committee, the National Food Safety Council and Secretariat
2. Enactment of modern food safety legislation and the revision of existing legislation governing food safety in each agency
3. To streamline the institutional and operational arrangements of the National Food Control system .e. monitoring, inspection and certification
4. To develop the appropriate technical capacities and competences in keeping with international best practices and standards
5. To develop an integrated e-trade system for greater efficiency
6. To develop Public Education programmes on Food Safety and Environmental Issues
7. Influence the development of international standards through active participation in meetings, conferences and seminars i.e. SPS , Codex, IPPC, OIE and ISO
8. Establish formal mechanisms for stakeholders participation in the development and sustainability of the Food Safety System
9. Establish mechanisms for the monitoring and evaluation of the National Food Control and Food Safety Systems

Interrelated Activities are the activities that will not be undertaken in this implementation plan but have implications/ impacts and supports the Food Safety System

Interrelated Activities are the activities that will not be undertaken in this implementation plan but have implications/ impacts and supports the Food Safety System

1. E-government including the Port Community System
2. International Food Standard impacting trade
3. Jamaica Trade Policy 2001 (revised)
4. The development of a Food and Nutrition Security Policy
5. Jamaica National Agency for Accreditation (JANAAC)
6. National Certification Body of Jamaica, certify processes and systems
7. Implementation of the E-Trade System by MIIC according to Project plan document
8. Agricultural Competitiveness Programme
9. Animal Identification and Traceability System

Assumptions/Understanding

1. Shared vision and “buy in” among the Agencies
2. Cooperation by relevant stakeholders
3. Project will be adequately resourced
4. The political will to implement the plan
5. Legislative framework

2.0 Risk Management

Objectives	Major Issues	Recommendations
1. To establish a coordinating mechanism for food safety activities in accordance with national, regional and International standards and agreements.	Fragmentation of responsibilities, gaps, duplication of the activities and general lack of coordination	The establishment of an Inter- Ministerial Committee, National Food Safety Council and Secretariat
		The continued implementation of MOU between MOA/MOH/MIIC/MSTEM
2. To promulgate modern food safety legislation, associated regulations and protocols	Lack of legal status to support the work of the NFSC	The enactment of new legislation to empower the NFSC
	There are several dated acts & regulations which are not harmonized with international standards and agreements.	To review and amend legislations and consolidate where practical
	Too many existing and dated legislations addressing food safety (20 pieces of existing legislation)	
	Inadequate compliance with existing legislation.	Better enforcement, training and education.
	Length of time which it takes to promulgate legislation, in large part due to CPC processes	Early and effective engagement of the CPC
3. To establish systems that will ensure safe food and facilitate trade	Inadequate 'farm to fork' approach to the Food Safety System	The implementation of the Food Safety Policy
		Implementation of a coordinated National Food Control System.
4. To align the National Food Control system with international standards.	Economic impact from loss of existing and potential markets	Adoption of international standards and harmonization of existing standards A seamless Farm to Fork food safety system operationalized
	Reduction in consumer confidence	
	Increased incidence of foodborne illnesses	
	Inefficiency and untimely delivery of quality services	Coordinate activities through the establishment of the One stop shop concept

5. Standard turnaround time established for all approval processes	Inefficiency in the delivery of services	Continued implementation of 'one stop' modalities Re-engineering processes for greater efficiency
6. To develop Public Education programmes (PE) on Food Safety and Environmental Issues	Uncoordinated and unstructured approach to the delivery of PE programs	To develop a central coordinating mechanism
	Inadequate access and unavailable information	Develop PE programme to include modern communication methods such as social network etc.
7. To ensure institutional Strengthening and capacity building	Inadequate networking among relevant systems and organizations	Fast track E-government.
		Develop appropriate network management information system among relevant regulatory agencies
	Lack of integrated institutional framework	Develop policy framework and protocols
	Inadequate human, physical resources, systems and procedures	To strengthen the competencies of the human resources and upgrade the physical infrastructure, Upgrade the various systems, processes and procedures in the agencies in line with international standards
8. Developing and ensuring the implementation of Public Education and Awareness programmes	Lack of organized structure to support PR programs	Central PR and communication coordinating mechanism
9. To facilitate research and development activities	Lack of national priority research areas	Set priority areas for research
	Lack of market driven research Lack of coordinated, interdisciplinary research	The national Science Technology and Innovation (STI) roadmap
	Limited mechanism for exchange of research activities in the academic institutions	Enhance the mechanism for research and development

3.0 ROLE AND FUNCTIONS OF ORGANISATIONS INVOLVED

The table sets out clearly the different agencies/organization involved in the project, and a summary of their roles and responsibilities.

Organization	Unit/Section	Roles/Functions
Inter-Ministerial Committee		High level oversight , coordination and direction
National Food Safety Council		Technical support to the IMC. Coordinate, advise, implement and monitor.
Food Safety Secretariat		Administrative support to IMC and the NFSC
Ministry of Agriculture and Fisheries	Veterinary Services Division	To safeguard Animal and Public Health from exotic diseases; maintain a healthy animal population; implement systems to ensure the safety of food of animal origin; facilitate trade; certify food of animal origin for Export.
	Plant Quarantine Division	The first line of defense against harmful pests and diseases entering the country and ensures the highest quality pest free produce is exported from the country. Operates the World Trade Organization Sanitary and Phytosanitary (WT)/SPS) Enquiry Point.
	RADA	Training & advisory for primary production
	Research and development;	Support applied research activities; conducting pilot testing
Ministry of Health	Environmental Health	To formulate policies for food safety and protection; develop and implement programmes to ensure that the national food supply is safe for human consumption
	Pharmaceutical & Regulatory Affairs Department	Regulate food including nutraceuticals
	Pesticide Control Authority	Regulates the use of pesticide
	Veterinary Public Health	Develop policies and regulations for foods of animal origin
	Government Chemist	Provides analytical services for chemical contaminants in food
	National Public Health Laboratory(NPHL)	Provides laboratory services for the microbiological analysis of food in support of the investigation of food borne illnesses
Ministry of Industry , Investment and Commerce	Food Storage & Prevention of Infestation Division	Prevention of infestation of foods and feeds; residue testing of food
	Consumer Affairs Commission (CAC)	To educate and sensitize Jamaicans on their rights/obligations in their capacity as consumers
	Bureau of Standards, Jamaica	Develop national standards for food, certification of foods and processes , instrumentation; Codex contact point
Ministry of Science, Technology, Energy and Mining	Scientific Research Council	Development of value added products from Food & other plant materials; provision of analytical services; provision of technical assistance in certification programs; provision of clean, high quality planting materials via Biotechnology, (tissue culture), provision of DNA characterization services, maintenance of a genebank to ensure the future availability of planting materials, provision of technologies to treat effluent from farm and factories; training etc

Ministry of Finance, Planning and the Public Service	Jamaica Customs Department	Implementation
	Fiscal Services Ltd (FSL)	Implementation Development of software to enable communication between stakeholders; software for public awareness; software to complement devices for data collection and a centralize data entry and storage system for effective management and retrieval
An MOU was signed among the portfolio Ministries in 2005 to better coordinate food safety activities. This has resulted in enhanced cooperation and collaboration in areas such as food inspection, sampling and surveillance.		

4.0 LEGISLATIVE IMPLICATIONS - to determine whether food is fit for human consumption and is pest and disease free in compliance with the following Acts and regulations

ITEM	CURRENT LEGISLATIONS	IMPACT /STATUS
1.	The Public Health Act – Public Health (Food Handling) Regulations,1998 (Amended 2000)	Being reviewed
2.	The Public Health (Tourist Establishments) Regulations,2000	Being reviewed
3.	The Public Health (Butchers) Regulations,1989	
4.	The Public Health (Meat Inspection) Regulations,1989	To be revised
5.	The Public Health (Nuisance) Regulations 2001	
6.	International Health Regulations 2005	To be revised
7.	Pesticides Maximum Residues levels in crops food and feeding stuff Regulations 2010	draft
8.	Food Sampling Regulations	To be considered
9.	Inspection of Imported Foods Regulations	To be considered
10.	The Food Storage and Prevention of infestation Regulation,1970	
11.	Processed Food Act 1959 and Regulations	To be revised
12.	Standards Act 1968 and Regulations	Being reviewed.
13.	Bees Control Act	
14.	Weights and Measures Act 1976	Being reviewed.
15.	The Food Storage and Prevention of infestation Act,1958	
16.	Food and Drugs Act, 1964	
17.	Food and Drugs Regulations, 1975	
18.	Plant Quarantine Act, 1993 and its Regulations 1997 and 2005	} Revision pending
19.	Agricultural Produce Act of 1926	
20.	Animal Diseases and importation Law and Regulations (1948)	
21.	Aquaculture Act (1999)	
22.	Consumer Protection Act 2005	
23.	Scientific Research Council Act 1960	To be revised
24.	Meat and Meat Products and By-products Inspection and Export Act	
25.	Fertilizer and Feeding Stuffs Act and regulations 1942	
26.	Fishing Industry Act and regulations 1976	
27.	Weights and Measures Act	
28.	The Pound Act 1897	
29.	The Keeping of Animal Act 1981	
30.	The Pesticides Control Act 1987	
31.	The Pound Act, 1897	To be revised
32.	Keeping of Animals Act (KOA), 1979	To be revised

33.	Public Health Act, 1887	To be revised
34.	Parochial Markets Law,1874	To be revised
35.	Parish Councils Act, 1887	To be revised
36.	KSAC Act,1923	To be revised
37.	Municipalities Act,2003	To be revised

5.0 POLICY IMPLICATIONS

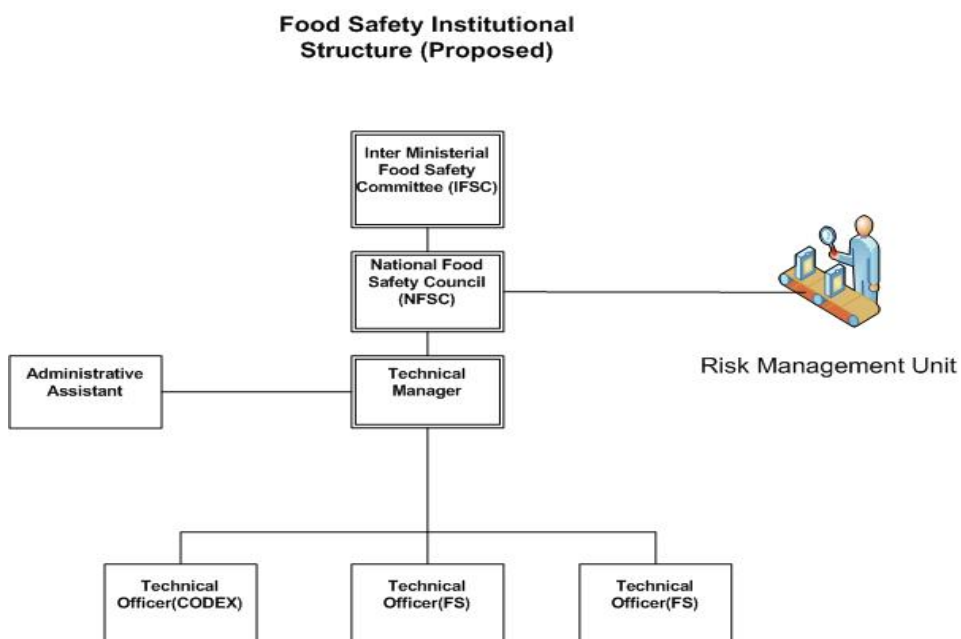
CURRENT POLICIES	IMPACT /STATUS
National Quality Policy (2001)	
Plant Health Policy (2010)	
E-Trade Policy/IT	
DRAFT LEGISLATION AND POLICIES	
Poultry Inspection Regulation (2006)	
Milk and Dairy Inspection Regulation (2001)	
Jamaica Trade Policy (2001)	
Food Recall Policy 2010	
Food and Nutrition Security Policy (2011)	
Infant and Young Child Feeding Policy	
Public Health Drinking Water Regulations (2009)	
Pesticides Maximum Residues levels in crops food and feeding stuff Regulations (2010)	
Animal Health and Welfare Policy	

6.0 THE IMPLEMENTATION PLAN

The implementation plan below identifies the phases, major outcomes and activities related to each objective, as well as the assignment of lead responsibility. The Implementation Plan is divided into the following five (5) sections:

1. The governance framework.
2. Project Financing
3. The major objectives, related outcomes and means of verification.
4. Monitoring Implementation
5. Summary of the implementation schedule

6.1. Governance Framework



Overview of Roles and functions

Inter-Ministerial Food Safety Committee (IMC) will comprise the Ministers of Agriculture; Health; Investment, Industry and Commerce; and Science, Technology, Energy and Mining. The IMC will provide high level oversight, coordination and direction regarding food safety protection and control; take policy decisions and provide instructions to regulatory agencies as appropriate; review and approve work plans and budgets of the food safety agencies; and review high level reports of performance.

The National Food Safety Council (NFSC) will comprise of the heads of the six (6) food safety regulatory agencies (or their nominees/alternates) along with other relevant technical/policy representatives from relevant stakeholder agencies such as the Universities, the Ministries, etc. The NFSC will provide technical support to the IMC and will provide oversight, coordination and direction to food safety protection and control; rationalize, administer and enforce regulations applicable to food safety; advise the Minister with portfolio responsibility for food safety about developments in the area of food safety; coordinate research, surveillance, risk analysis and emergency response activities; implement public education programme; and leverage donor funding for food safety

Food Safety Secretariat will provide administrative support to the IMC and NFSC and other functions as appropriate.

6.2. Overall Project Financing (Indicative)

OBJECTIVE	DESIRED OUTCOME	COST JA\$M
1. To establish a coordinating mechanism for food safety activities in accordance with national, regional and International standards and agreements.	Establish IMC	35,400,000
	Establish NFSC	
	Establish the Secretariat	
	Organizational Review of existing systems and institution	
2. To promulgate modern food safety legislation, associated regulations and protocols	Enactment of modern food safety legislation and the revision of existing legislation governing food safety	13,550,000
3. To establish & improve systems that will ensure safe food & facilitate trade	Improved laboratory testing capabilities	158,500,000
	Automated trade systems	
	Integrated systems	
4. To align the National Food Control system with international standards	A seamless National Food Control System developed and operationalized	24,500,000
5. Standard turnaround time established for all approval processes	Standard operating procedures established	4,400,000
6. To establish a standard fee policy & consolidated billing and collection arrangements	Standardize fee structure and collection mechanism	7,600,000
7. Strengthening operational capacity of the agencies	Improved service delivery and competitiveness	13,700,000
8. To develop and implement Public Education and Awareness programme	Informed consumers (all levels of the society)	25,500,000
	Reduction in incidence of food borne diseases	
	Safe food of the required quality	
9. To facilitate research and development activities	Science based food safety systems driven by relevant and accurate data.	1,300,000
10. Monitoring and Evaluation	Structured monitoring and evaluation systems for the implementation of the National Food Safety Policy	2,000,000
Contingency 10%		28,645,000
TOTAL COST		315,095,000

The implementation of this plan will be financed through budgetary support from the line Ministries and their respective agencies; financing of specific activities by the Cabinet Office; through allocation of funds under Component 2 of the ACP which provides support for the improvement of an integrated, efficient and sustained Agricultural Health and Food Safety system and; additionally, by leveraging international funding, from donor agencies, through development projects.

6.3. OBJECTIVES AND OUTCOMES

OBJECTIVE	DESIRED OUTCOME	HOW MEASURED/PERFORMANCE INDICATOR	COMPLETION DATE	LEAD ORGANISATION
1. To establish a coordinating mechanism for food safety activities in accordance with national, regional & International standards/Agreements	Establishment of coordinated National Food Safety and Control Systems	The IMC, NFSC and Secretariat are established and functional		Cabinet Office
	Organizational Review of existing systems and institutions	Modernization plan developed and approved		
2. To promulgate modern food safety legislation, associated regulations and protocols	Effective and appropriate legislation and protocols	Promulgate legislation for the establishment of the IMC, NFSC and Secretariat		NFSC
		Legal framework established for the individual agencies to operate and implement the National Food Safety Policy		
		Revise, Amend, Consolidate or Repeal Acts/regulations		MIIC, MoAF, MoH, MSTEM
3. To establish and improve systems that will ensure safe food and facilitate trade	Improved Food Safety systems	Safe food at all stages of the food chain from "Farm to Fork"		NFSC
		Reduction in the incidence of Food borne diseases		
		Institutionalize food Safety management systems		
	Improved laboratory testing capabilities	Accredited laboratory testing facilities		
		Reduction in the # of samples sent externally for testing		
		Increase in surveillance and certification capabilities		
	Automated trade systems	E-Trade System for all regulatory agencies		

OBJECTIVE	DESIRED OUTCOME	HOW MEASURED/PERFORMANCE INDICATOR	COMPLETION DATE	LEAD ORGANISATION
4. To align the National Food Control system with international standards.	Transparent National Food Control System in keeping with existing International Standards	Equivalence achieved		NFSC
	Coordinated management approach to Food Safety from primary production to consumption	Adoption of CODEX,IPPC &OIE etc. standards		
	Expansion of Market access	Greater market access Economic growth		
5. Standard turnaround time established for all approval processes	Standard operating procedures	Development and utilization of procedural manuals		Cabinet Office
6. Establish a standard fee policy & consolidated billing and collection arrangements	Standardize fee structure and collection mechanism	Implementation of a single billing and collection structure with legislative support		
7. To ensure institutional Strengthening and capacity building	Adequate and competent staffing	Increase in technical competence		MOA/MOH/MIIC/MSTEM
	Adequate amenities , procedures, technology and systems	Modern and appropriate infrastructure, amenities and technology		

	Improved service delivery and competitiveness	% Increase in customer satisfaction		
8. Developing and implementing Public Education and Awareness programmes	Informed consumers	Increased level of consumer awareness and response		NFSC/ CAC
	Reduction in incidence of food borne diseases	Reduction in the # of reported cases of food borne illness/ outbreak		
	Safe food for the consumers	Increased compliance to regulations , policies and standards		
9. To facilitate research and development activities	Science based food safety systems driven by relevant and accurate data.	Increased availability and application of scientific data and information from "Farm to Fork"		NFSC
10. Monitoring and evaluation	Structured monitoring and evaluation systems for the review and verification of the implementation of the National Food Safety Policy	Effective system in place		NFSC/Cabinet Office

6.4. Monitoring Implementation

The monitoring of project implementation will be as agreed in this document. The format for reporting the status of key activities is outlined below.

6.4.1 Project Activities and Status

OBJECTIVE #1	To establish a coordinating mechanism for food safety activities in accordance with national, regional and International standards and agreements.						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost \$ JA M
Establishment of coordinated National Food Safety and Control Systems	Established IMC	IMC is established and functional	Ministers with portfolio responsibilities	Cabinet Office	April 2012		0.2
	Establish NFSC	NFSC is established and functional	NAHFSCC	Cabinet Office	April 2012		0.2
	Establish Secretariat	Secretariat is established and functional	IMC/NFSC	NFSC/BSJ/Cabinet Office	April 2012		2.0
		Appropriate physical facilities identified	IMC/NFSC	NFSC/BSJ/Cabinet Office	Jan 2012	Location identified but inadequate	15.0

OBJECTIVE #1 To establish a coordinating mechanism for food safety activities in accordance with national, regional and International standards and agreements.

DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost \$ JAM
Establishment of coordinated National Food Safety and Control Systems (continues)	Establish Secretariat (continue)	Preparation of physical space	NFSC	NFSC/Cabinet Office/ACP	Dec 2012		1.0
		Office equipment procured	NFSC	NFSC/Cabinet Office/ACP	May 2013	Available ACP funding to assist with this activity	3
		Staffing needs identified	NFSC	NFSC/Cabinet Office/ACP	Sept 2012		8.0
		Recruitment of staff	NFSC	NFSC/Cabinet Office/ACP	April 2012	Available ACP funding to assist with this activity	
	Organizational Review of existing systems and institutions	Technical Assistance acquired to develop organization modernization plan	All agencies	Cabinet Office/ NFSC	March 2013		5.0
		Organization Modernization plan developed and approved		Cabinet Office/ NFSC	Dec 2013		.5
		Performance Monitoring and Evaluation System (PMES) established Application of the PVS tool		All agencies	April 2014		.5

Objective #2	To promulgate modern food safety legislation, associated regulations and protocols						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost
Effective and appropriate legislation and protocols	Review Focal Point Consultancy Ltd. Draft Report	Recommendations relating to legislative gaps /overlaps	NAHFSCC & Legal counsel	MOA&F MIIC MOH MSTEM	Oct 2012	Report available for review	.05
	Review existing legislation	Legislation reviewed	Legal counsel	CPC MOA&F MIIC MOH MSTEM	March 2013	Each Ministry has been reviewing legislation	8.0
	Promulgate legislation for the establishment of the IMC, NFSC and Secretariat	Legislation enacted	NAHFSCC	CPC MOA&F MIIC MOH MSTEM Cabinet Office	September 2012		2.5
	Legal framework established for the individual agencies to operate within the National Food Safety Policy	Legislation enacted	MOA&F MIIC MOH MSTEM	NAHFSCC/CPC	April 2013	Available ACP funding to assist with this activity	3.0

OBJECTIVE #3 To establish and improve systems that will ensure safe food and facilitate trade

DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Estimated Cost
Improved Food Safety systems to include: HACCP,GAP -Pre & Post Harvest testing -Inspection & certification -Risk management	Develop a training plan	Training plan developed	All regulatory officers and relevant stakeholders	NFSC	May 2013	Available ACP funding to assist with this activity	1.5
	Develop & or standardize training& procedural manuals	Procedural, Manual s and guidelines developed and disseminated			Mar 2013	Some guidelines /manuals already exist	10.0
	Standardize inspecting& auditing tool & procedures	Inspection and auditing tools developed and utilized			June 2013		20.0
	Regulatory requirements for HACCP implementation in food businesses expanded	Compliance with national/ international standards	Primary producer Processors Food business operators	MOAF/MIIC/ MOH/MSTEM			

OBJECTIVE #3 To establish and improve systems that will ensure safe food and facilitate trade

DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Estimated Cost
Improved Food Safety systems to include: HACCP,GAP -Pre & Post Harvest testing -Inspection & certification -Risk management (continues)	Train staff and stakeholders	# of staff and stakeholders trained		NFSC , the four (4) Ministries	ongoing		An annual cost (recurrent cost)
	Identify and established certification bodies	Certification bodies are recognized internationally	All Certifying bodies		ongoing		
		# of persons certified			ongoing		
	Acquire and/or upgrade physical infrastructure and equipment	Physical infrastructure, Equipment & supplies in place	All regulatory offices		Mar 2017		50.0
	Develop Risk management unit	Unit established		NFSC	Aug 2013	Plant Quarantine has a Pest Risk Analysis Unit Available ACP funding to assist with this activity	5.0

OBJECTIVE #3 CONT	To establish and improve systems that will ensure safe food and facilitate trade						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost
Rationalize Laboratory Services / capabilities	Establish a Food Lab network	Food Lab Network established	Heads of Food Labs	NFSC	June 2013	Available ACP funding to assist with this activity	
	Procure Technical Assistance to evaluate and make recommendation s for existing lab. testing capacity	Consultancy services hired	MOA/MOH/MIIC/ MSTEM laboratories	Cabinet Office	Dec 2013	CARICOM , FAO lab. Assessme nt report available for review	3.0
		Report produced and accepted					
	Implement recommendation s	Certification/accr editation of priority methods and tests	NFSC / MOA/MOH/MIIC/ MSTEM laboratories	Mar 2015	Work in progress at MOAF- VSD	10.0	
Retool labs Shorter turn - around time							
Automated Trade System	Implementation and integration of the E-trade system according to Project Plan 2011	E-Trade system implemented	MOA/MOH/MIIC/	MIIC (monitored by the NFSC)	July 2013	Project Plan agreed	30.0
	E-trade system for individual	Permits granted on line		Fiscal Services Ltd	July 2015	MOA pilot	10.0

	regulatory agencies - import	E- payments				testing complete & to be evaluated	
	User Testing and piloting of system-import	Survey showing customer utilization of the system					

OBJECTIVE #4**To align the National Food Control system with international standards.**

DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost(JA\$M)
Transparent National Food Control System in keeping with International Standards	Define the specific roles of respective Agencies/Competent authorities with responsibility for safe food along the food chain continuum	Governance Framework Manual with defined roles and responsibilities of competent authorities developed Level of compliance with regulatory requirements	All regulatory agencies, Ja Customs Dept., food industries and competent authorities external to Jamaica	NFSC/MOAF/MIIC/MSTEM	Nov 2016		1.0 M
	Established integrated and coordinated mechanism for all aspects of the food chain	Agreed mechanism developed and implemented.					1.0
	Harmonization utilizing international standards, guidelines and recommendations	# International standards adopted Level of international competitiveness achieved Level of market penetration					

	Assessment and evaluation of system performance (including internal and external audits)	Periodic assessments/review developed and executed Performance standards established and validated Compliance achieved	All Stakeholders	NFSC			
Traceability system established for : (i)Animal and animal products (ii) Agricultural produce	Design and implement Traceability systems	Traceability systems in place based on established standards	All producers of animal and plant products	MoAF	Nov 2017	Pilot for animal ID in cattle completed	10.0
	Develop the necessary legislation(s) for the traceability systems	New legislation developed	All producers of animal and plant products			Technical brief for legislation support developed	
	Share data and information relating to global requirements with businesses.	Increased market access and exports	All producers of animal and plant products	All relevant ministries and agencies	April 2013		1.5
		Enhanced capacity and compliance of businesses					
Strengthening the food borne disease	Reduction in food borne diseases	All regulatory agencies	MOH	Ongoing	Available ACP funding to assist with	3.0	

	Surveillance systems					this activity	
	National Food Safety Emergency Response System	<p>National Food Safety Emergency Response System established e.g.</p> <ol style="list-style-type: none"> 1. National Food Recall System 2. Early Warning System 		NFSC	Ongoing		3.0

OBJECTIVE #5	Standard turnaround time established for all approval processes						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost
Standard operating procedures	Streamline and standardize <ul style="list-style-type: none"> • Export certification 	100% standardization forms and process flows	All relevant regulatory agencies	MIIC (who is responsible for the development of the E-Trade system implementation)	Oct 2013		2.4
	<ul style="list-style-type: none"> • Import inspection process 	Shorter turnaround time			April 2013		0.5
	<ul style="list-style-type: none"> • Import permit 				Dec 2012		0.5
	<ul style="list-style-type: none"> • Certification for local enterprises e.g. warehouses, plants & food establishment 			Regulatory agencies	April 2013		0.5
	<ul style="list-style-type: none"> • Food handlers certification 			MOH	April 2013		0.5

OBJECTIVE #7	Strengthening operational capacity of the agencies						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost
Adequate and competent staffing,	Incorporate HR recommendations from organization modernization plan	Job descriptions/ specifications classification approved and implemented	All agencies	Cabinet Office	April 2014		.2
	Conduct detailed skills assessment	Skill competencies developed		NFSC/Cabinet Office	Dec 2013		
	Training of staff	Training conducted and staff certified		All relevant Ministries, agencies and institutions	On going		
	Recruitment of staff	Trained professional staff hired		All relevant Ministries, agencies	On going		
	Implement PMAS	Staff performance is monitored semi-annually			Oct 2014		.5
Adequate amenities , procedures, technology and systems	Upgrade amenities , tools of trade etc.	An “efficiency survey” indicate internal and external customer satisfaction	All agencies	All relevant Ministries, agencies	April 2017		5.0
	Review of existing processes and procedures	Business Process re-engineered			April 2017		12.0
	Review ICT and developed plan according to the E-Trade System	ICT plan developed and implemented Central repository for accurate and timely data	NFSC & All agencies				

Improved service delivery and competitiveness	Conduct and prepare Audit report on customer satisfaction	Audit prepared and recommendations implemented	All agencies	NFSC	Jan 2017		2.0
	Review annual competitiveness reports – e.g. Global Doing Business report, PVS.	Improved performance ratings in the competitive markets		MIIC/Jampro/National Competitiveness Council (NCC)	annually		

OBJECTIVE #8	To Develop and implement Public Education and Awareness programmes						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost(JA\$M)
Informed consumers (all stakeholders by community/ the society)	<p>Four stakeholder consultations island-wide on National Food Safety Policy (one National and three regional)</p> <p>Public education/ awareness programmes</p>	<p>Consultations held</p> <p>Public Education programme developed and implemented</p> <p>KAP surveys indicating / measuring the behavior change</p> <p>Reduction in complaints</p> <p>Reduction in incidence of food borne diseases</p> <p>Increased compliance</p>	<p>Public sector</p> <p>Private sector</p> <p>Civil society</p> <p>Academia</p> <p>International & Technical Organizations</p>	<p>NAHFSCC</p> <p>CAC</p> <p>All Ministries</p> <p>Industry</p>	<p>October 2012</p> <p>Ongoing</p>	<p>Available ACP funding to assist with this activity</p>	<p>5.5</p>

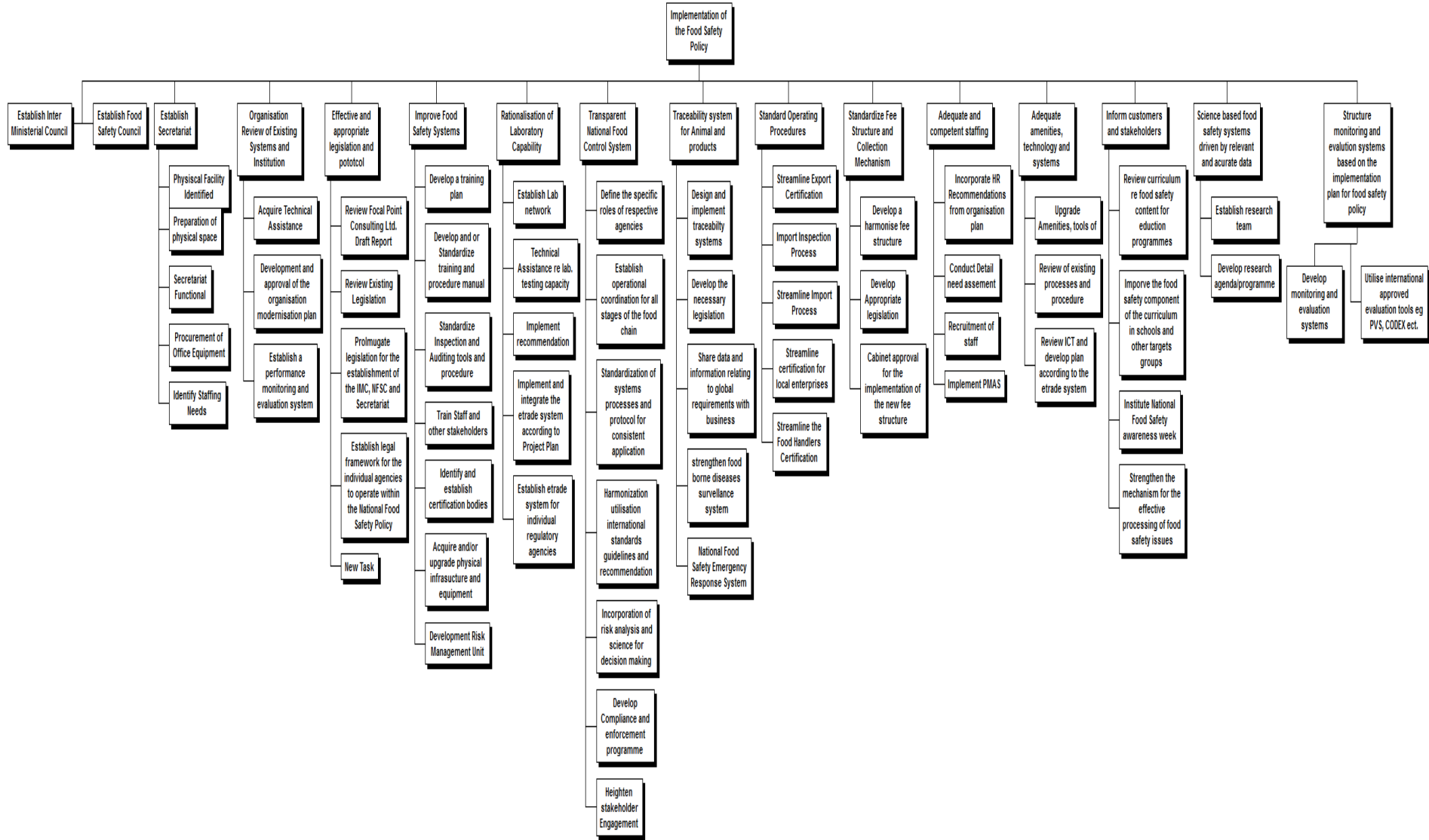
	Review Curriculum re food safety content for education programmes	Improve curriculum that is in line with the national food safety policy	All Stakeholders		Nov 2013		2.5
	Improve the Food Safety component of the curriculum in schools and other target groups.	Curriculum infusion approved by Ministry of Education and developed					
	Institute National Food Safety awareness Week	Food Safety Week included in the National calendar	All stakeholders		Dec 2012	Available ACP funding to assist with this activity	15
	Strengthen the mechanism for effective processing of food safety issues	Established help desk Established contact points network	All Ministries	NFSC / Cabinet Office	Jan 2013		2.5
	Stakeholder training and sensitization programmes developed and executed	Forum(s) established for training, dissemination of information and feedback	Food business operators, Regulators	MOAF/MOH/MIC/MSTEM			

OBJECTIVE #9	To facilitate research and development activities						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost(JA\$M)
Science based food safety systems driven by relevant and accurate data.	Establish research team/subcommittee Develop Research Agenda/Programme	Research team comprised of competent officers.	Regulatory and Support Agencies/Academia/PSOJ/JMA JCC	MIIC/MSTEM/SRC	Jan 2014		.3
		Research agenda developed and approved and is in keeping with local needs and international best practices	IMC/NFSC		April 2014		
		Periodic Publications shared with the public Policy decisions informed by Research.	All Stakeholders IMC		Ongoing		1.0
A healthy and safe population	Conduct research to ensure that Jamaica's Food Safety System is in keeping with global	International best practices are replicated in local food safety systems	All Stakeholders		Ongoing		

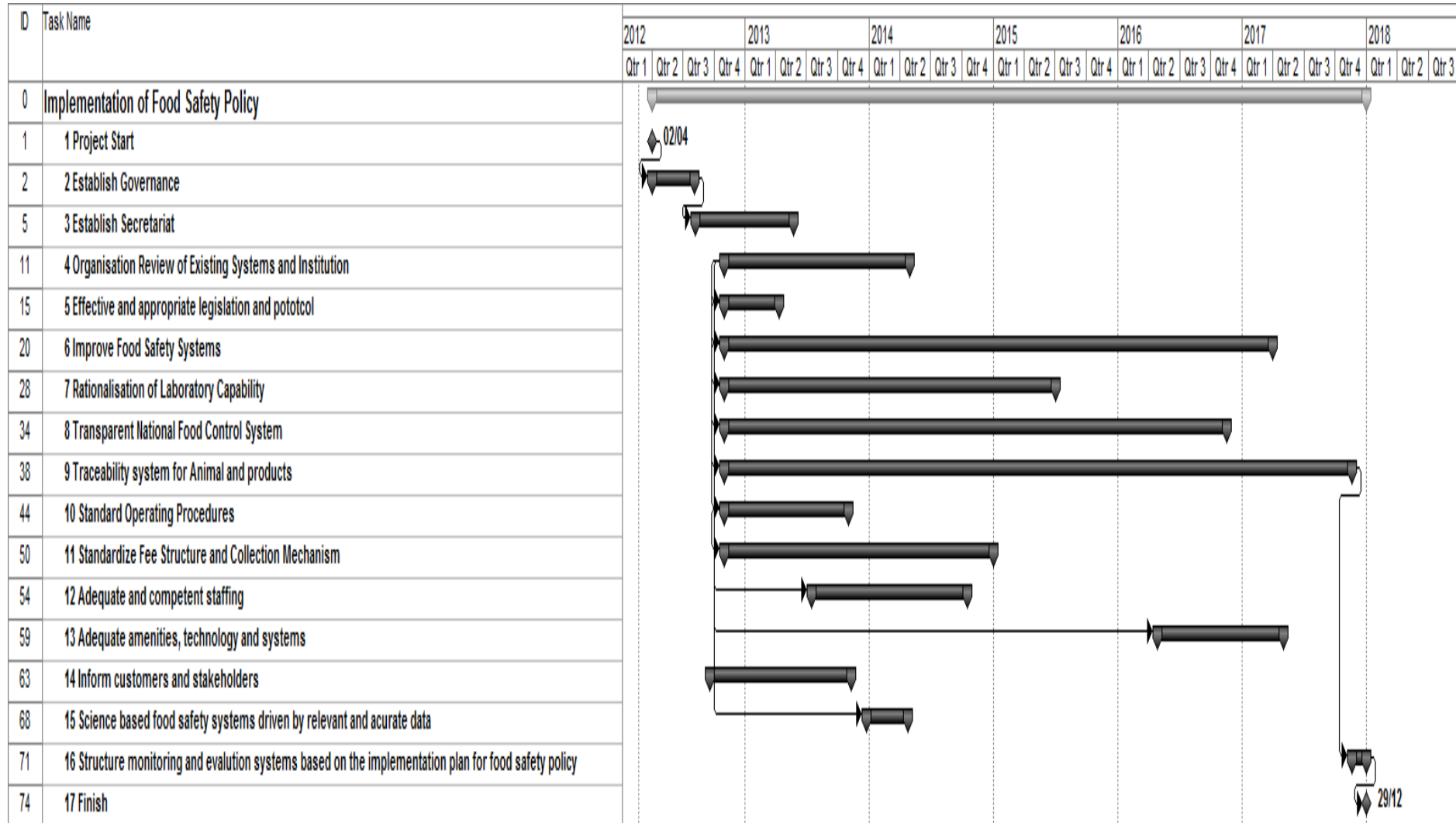
	trends						
--	--------	--	--	--	--	--	--

OBJECTIVE #10	Monitoring and Evaluation						
DESIRED OUTCOMES	PLANNED ACTIVITIES	HOW MEASURED/ PERFORMANCE INDICATOR	Target Group	Agency Responsible	Original Completion Date	Status	Cost
Structured monitoring and evaluation systems based on the implementation plan for the food safety policy	Develop monitoring and evaluation systems.	Develop monitoring and evaluation system based on GOJ/PMES	IMC/NFSC	Cabinet Office	Dec 2017		2.0
	Utilise Internationally approved evaluation tools e.g. PVS, CODEX etc.	Recommendations made for improvements based on international benchmarking			Dec 2017	Available ACP funding to assist with this activity	
	Continuous assessment and review of systems	Audits done and recommendations implemented	NFSC, 4 Ministries	Audit teams (internal and external)			

6.5. WORKBREAKDOWN STRUCTURE (WBS)



6.6. OVERALL IMPLEMENTATION SCHEDULE



6.7 ANNUAL BREAKDOWN OF COSTS FOR IMPLEMENTATION

Implementation of Food Safety Policy							
Budget 2012-2017							
Project Activities	YR 2012	YR 2013	YR 2014	YR 2015	YR 2016	YR 2017	Total
	\$	\$	\$	\$	\$	\$	\$
Establish Governance	400,000						400,000
Establish Secretariat	27,000,000	2,000,000					29,000,000
Organisation Review of Existing Systems and Institution	5,000,000	1,000,000					6,000,000
Effective and appropriate legislation and pototcol	11,550,000	2,000,000					13,550,000
Improve Food Safety Systems	20,000,000	35,500,000			50,000,000		105,500,000
Rationalisation of Laboratory Capability	10,000,000	3,000,000	25,000,000	15,000,000			53,000,000
Transparent National Food Control System	500,000	4,000,000	600,000	1,100,000	800,000		7,000,000
Traceability system for Animal and products	5,500,000	6,500,000	3,000,000	500,000	1,000,000	1,000,000	17,500,000
Standard Operating Procedures	2,500,000	1,900,000					4,400,000
Standardize Fee Structure and Collection Mechanism	4,000,000	2,000,000	1,600,000				7,600,000
Adequate and competent staffing		200,000	500,000				700,000
Adequate amenities, technology and systems					11,000,000	2,000,000	13,000,000
Inform customers and stakeholders	23,500,000	2,000,000					25,500,000
Science based food safety systems driven by relevant and acurate data		1,300,000					1,300,000
Structure monitoring and evalution systems						2,000,000	2,000,000
Totals	109,950,000	61,400,000	30,700,000	16,600,000	62,800,000	5,000,000	286,450,000
Contingency	10,995,000	6,140,000	3,070,000	1,660,000	6,280,000	500,000	28,645,000
Grand Totals	120,945,000	67,540,000	33,770,000	18,260,000	69,080,000	5,500,000	315,095,000

7.0 APPENDICES



7.1 Appendix 1:

Participants in developing the Project Plan Document:

Ministry of Agriculture and Fisheries

Fitzroy White - Senior Plant Quarantine /SPS Enquiry Point Officer

Claudette Dawn Phipps – Animal Healthy Technician III, Veterinary Services Department

Francine Webb - Plant Health/Food Safety Officer, RADA

Tasha Nembhard - Policy Analyst, Planning, Policy and Development Division

Karl Hyatt - Senior Trade Specialist

Ministry of Health

Linnette Peters - Policy and Programme Director, Veterinary Public Health & Chairman, NAHFSCC

Collin Cooper - Environmental Health Specialist

Ministry of Industry, Investment and Commerce

Fay Bailey- Manager, Food Inspectorate Division, Bureau of Standards

Martin Townsend - Deputy Food Storage Officer, Food Safety and the Prevention of Infestation Division

Dorothy Campbell - Education, Information & Communications Specialist, Consumer Affairs Commission

Dawn Williams - Director of Commerce

Wayne Robertson - Senior Director, Policy, Planning, Projects and Research

Ministry of Science, Technology, Energy and Mining

Debbie-Ann Kennedy - Process Development Officer, Scientific Research Council

Cabinet Office

Lorna Perkins - Senior Director, Modernisation Programme Implementation, PSMD

Wayne Thompson, ICT Manager

Agricultural Competitiveness Programme

Marjorie Stair, Programme Director

Gail Nelson, Component Coordinator, Food Quality and Safety Management Systems