



# PROPOSED WORKPLAN

## *Implementation of the 2023 – 2026 Strategic Plan*

Year 1

“

*Promoting Compliance Before Enforcement*

# Background

*Drivers of Change for the Strategic Plan 2023 – 2026 included :*

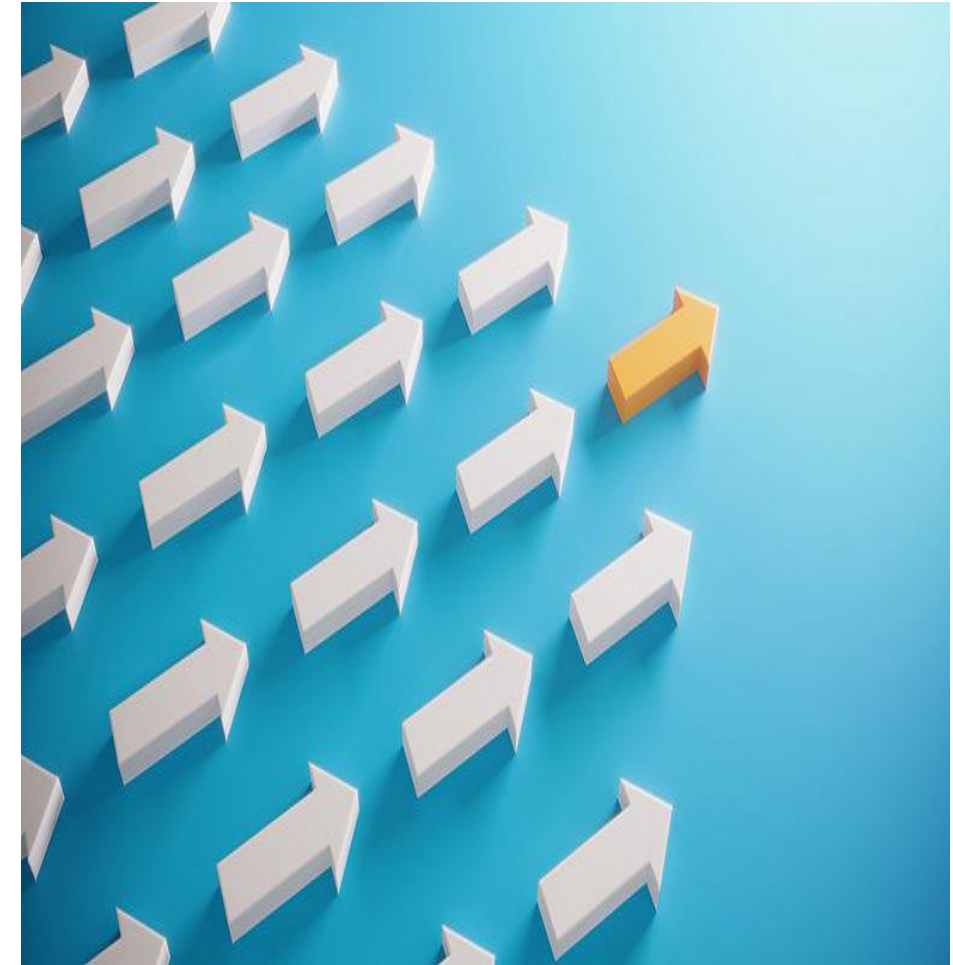
- *Current changes in domestic and international food regulatory environments;*
- *The need for NFSA to incrementally deploy its food control activities to support the compliance capacity of the various production sectors.*

*The Strategy supports NFSA in following best food regulatory practices and is inspired by NFSA's ambition to be a leading food regulator regionally and at the global level, to steer food regulatory oversight through enhanced planning and effective implementation of its food control programs; thus, facilitating annual operational planning.*



# Drivers of Change

- ✓ *Need of Steering Food and Agrifood Production towards Addressing Egypt's Food Security Needs and Supporting Human and Economic Development.*
- ✓ *Egypt's Strategy 2023-2030 for Investment in the Field of National Food and Nutrition.*
- ✓ *Climate Change, Food Security and the Necessity for Adaptable Food Systems.*
- ✓ *Egypt's need to diversify market access opportunities with a stronger leadership at the regional and sub-regional level (Africa, Middle-East)*
- ✓ *Investments in Greener Technologies.*
- ✓ *Addressing the Need for Consistent Food Safety Performance.*



# Mission

***To Regulate and promote the safety and sustainability of food and agrifood products – produced, imported into and exported from the Arab Republic of Egypt, with the aim to protect the health of consumers and to enable fair practices of food trade***



# Vision

*To be recognized as **a leading and science-based food regulatory authority in Africa and the Arab region,** developing and implementing food control programs that **effectively protect consumer's health, and create a favorable environment to the development of the Egyptian food and agrifood sector, and to building trust in Egyptian products domestically and internationally***



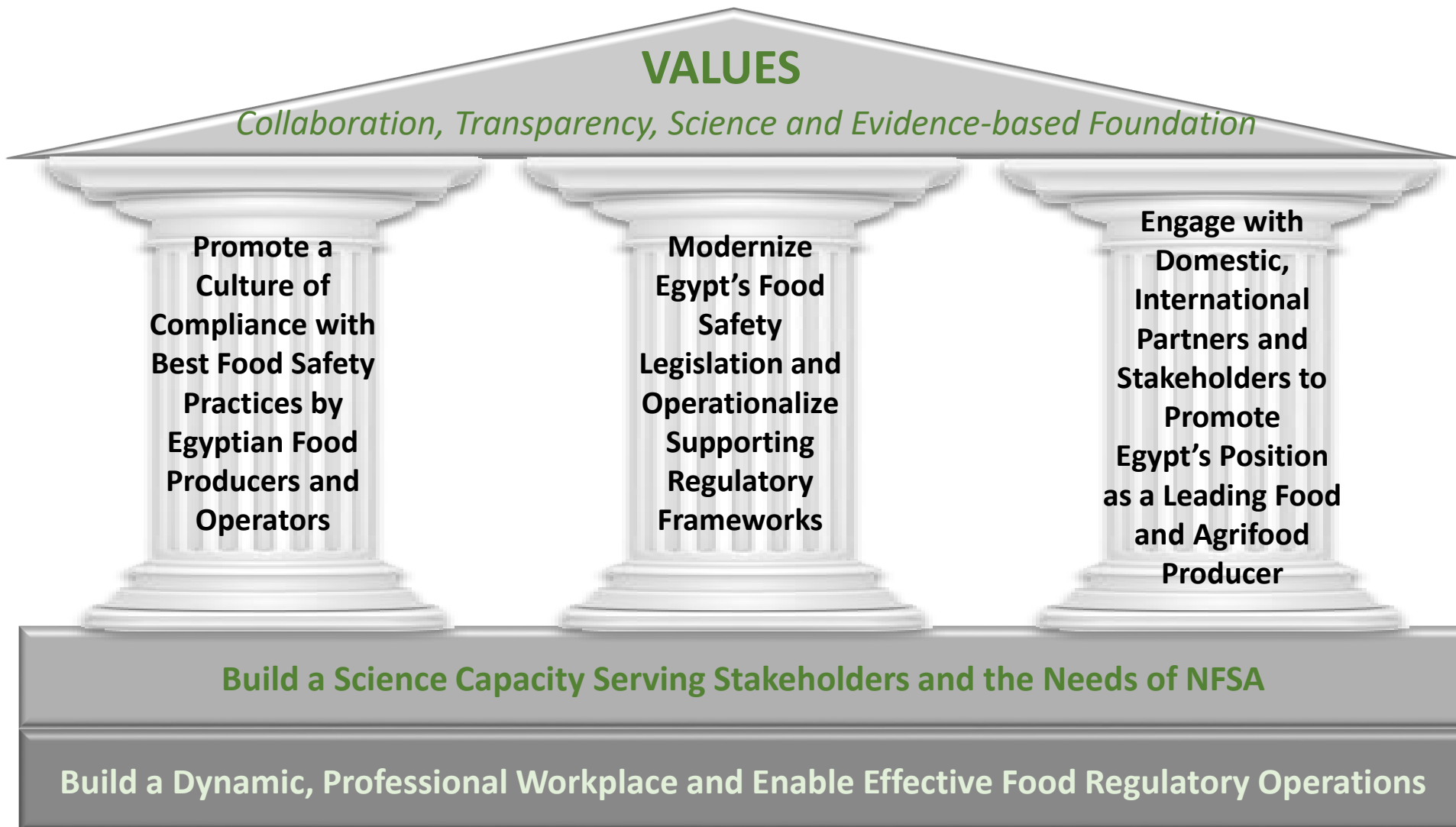


# Values

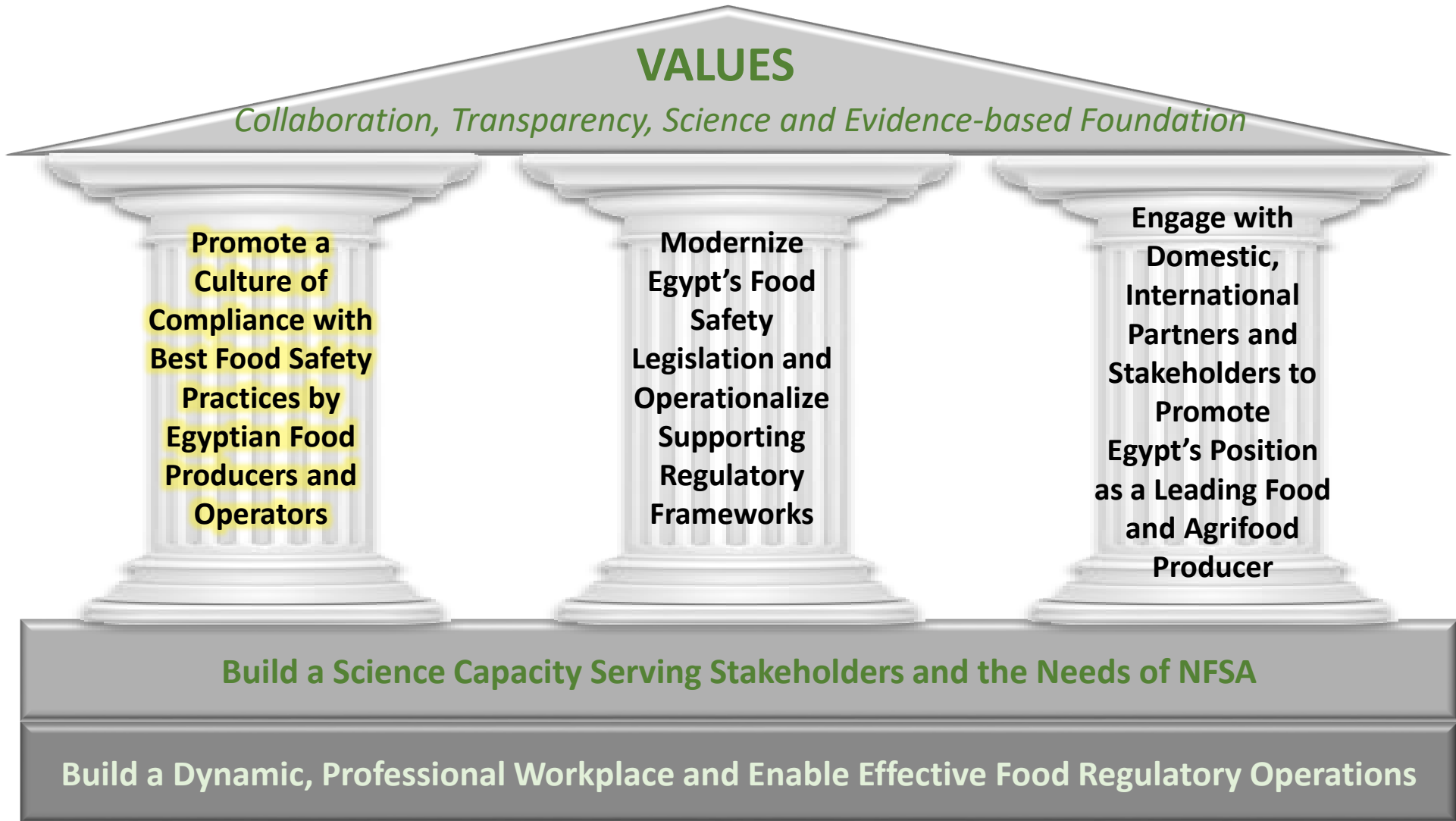
- ❑ Promote **collaboration** with and among stakeholders.
- ❑ Embrace **transparency** in food regulatory decision-making, and in food safety control operations and management.
- ❑ Rely upon **science, data and evidence**, and adopt best food regulatory practices, issuing decisions that help protect consumer's health and create a fair environment in the food trade.



# NFSA Strategic Plan for 2023 – 2026



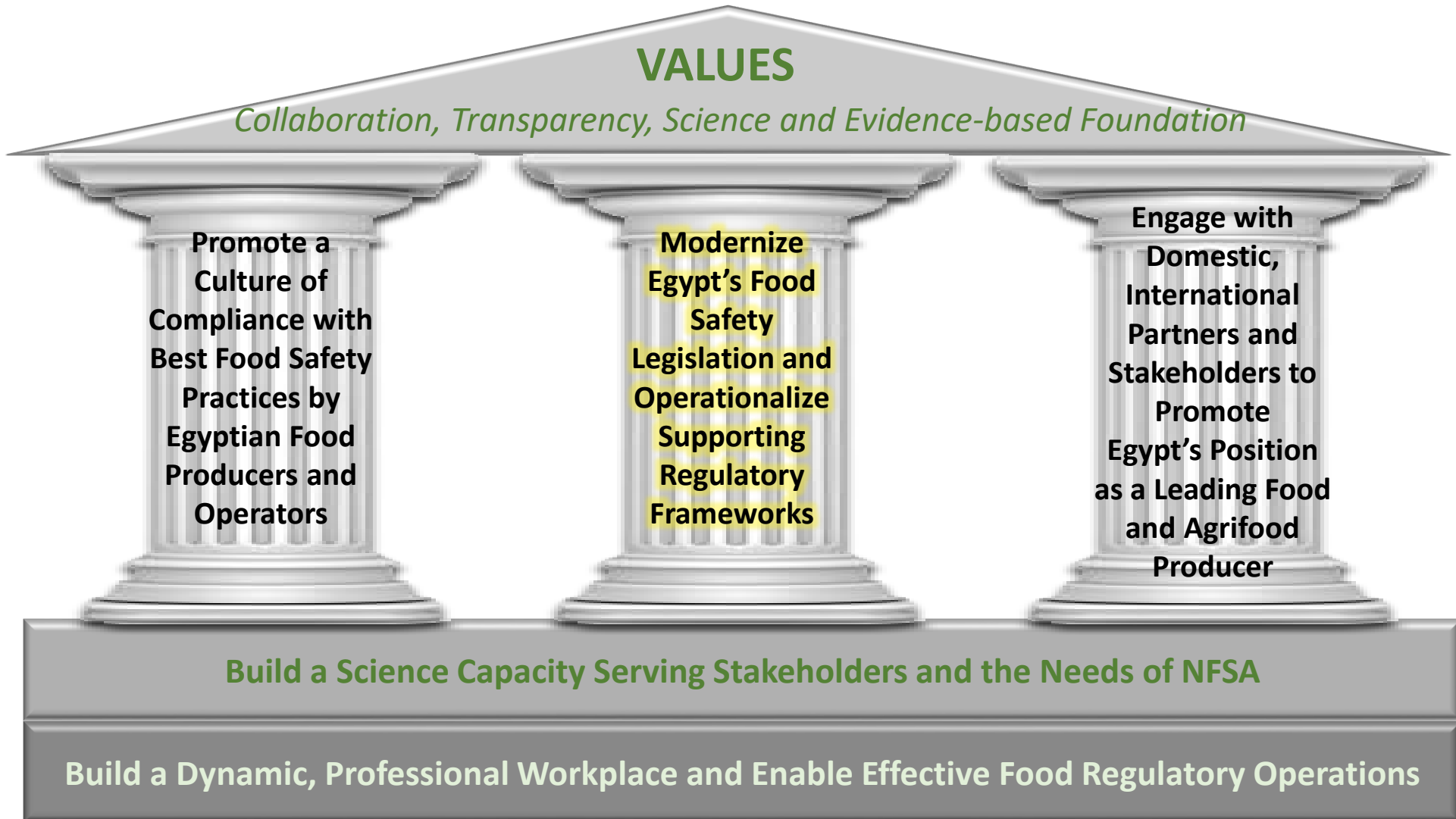
# Strategic Goal 1





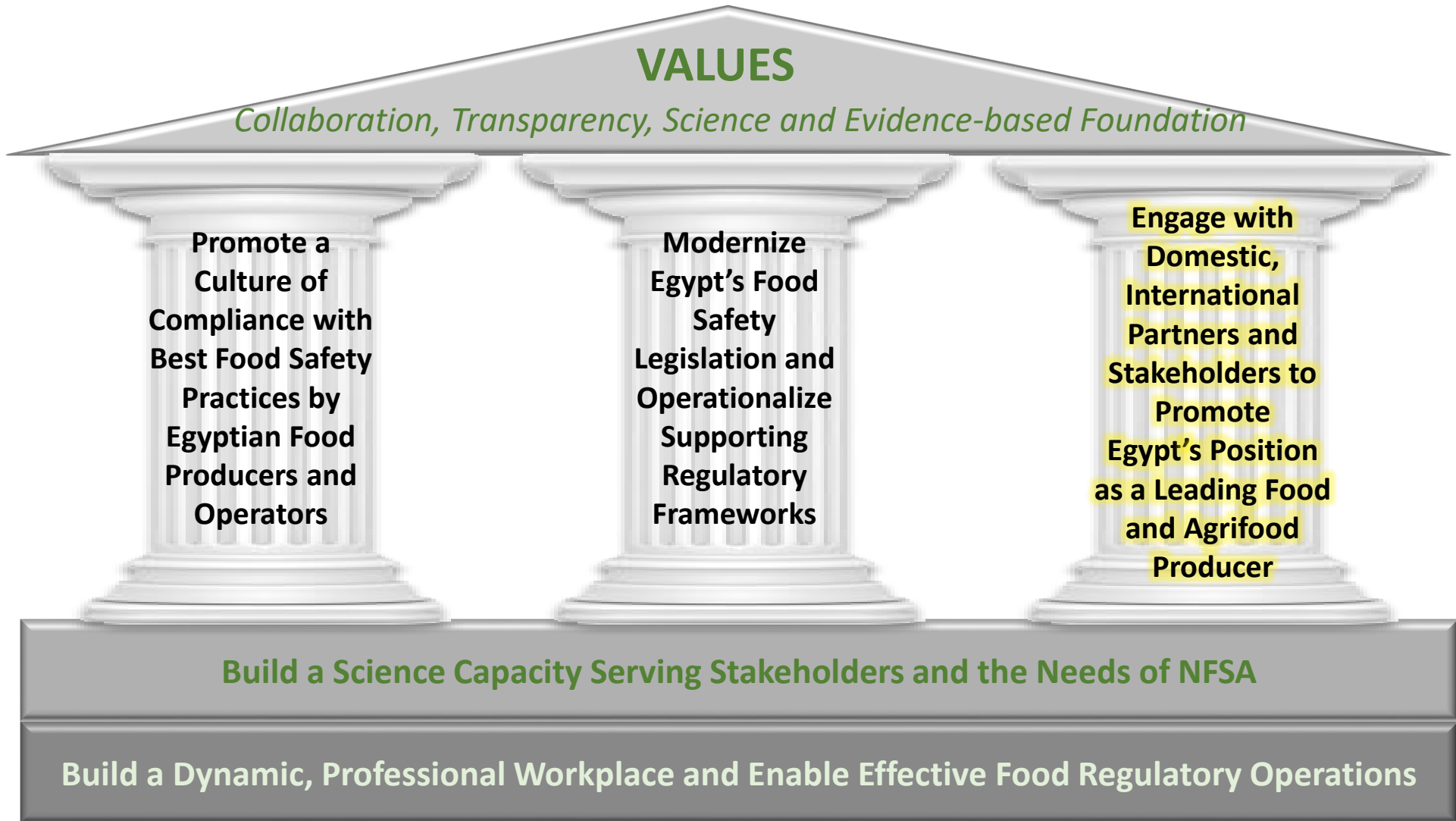
Strategic Goal 1: Promote a Culture of Compliance with Best Food Safety Practices by Egyptian Food Producers and Operators	
Activity	Output
1.1 Develop tailored guidance to Small and Medium Enterprises (SMEs) on current regulatory measures for enhanced food safety practices to Prerequisite programs and Preventive controls	<ul style="list-style-type: none"> <li>➤ <i>April – July 2023</i> <ul style="list-style-type: none"> <li>▪ Consultation with the Sector</li> <li>▪ Minimum Requirements of Food Safety Performance, in the form of voluntary guidance related to Prerequisite Programs (PRPs) and Preventive Controls</li> </ul> </li> </ul>
1.2 Adapt the Food Regulatory Regime to the Operational Requirements of Egyptian Food Business Operators (FBOs) with a special focus on SMEs	<ul style="list-style-type: none"> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Proposed changes to the current regulatory provisions for PRPs and Preventive Controls</li> <li>▪ Amended Regulatory Provisions for PRPs and Preventive Controls based on the review conducted</li> <li>▪ Revised Inspection requirements, adapted to the size of establishments and in line with the amended regulatory provisions</li> </ul> </li> </ul>
1.3 Develop and Adopt a Compliance and Enforcement Policy based on VADE Approach – an incremental approach moving progressively from Voluntary to Assisted to Directed and to Enforced Compliance.	<ul style="list-style-type: none"> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ Proposed NFSA Compliance and Enforcement Policy developed and consulted upon internally and with stakeholders</li> <li>▪ Initial training material destined to food safety regulatory officers on the operationalization of the proposed policy</li> </ul> </li> </ul>
1.4 Develop a general food safety awareness campaign for food producers and consumers	<ul style="list-style-type: none"> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Outline of the food safety awareness campaign destined to consumers developed and approved</li> <li>▪ Multi-faceted consumer education campaign deployed</li> <li>▪ Targeted educational material for food industry awareness (on basic and foundational food safety practices) developed and made available</li> </ul> </li> </ul>

# Strategic Goal 2



Strategic Goal 2: Modernize Egypt’s Food Safety Legislation and Operationalize Relevant Supporting Regulatory Frameworks	
Activity	Output
2.1 Operationalize the risk-based approach for food import control	<ul style="list-style-type: none"> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ Updated procedures and protocols associated with risk-based import control.</li> <li>▪ Digitalized tools / applications supporting the implementation of the developed procedures deployed within NFSA.</li> </ul> </li> </ul>
2.2 Operationalize domestic food control on a risk-basis, and initiate a food regulatory review through collaborative approaches with actors of the production sector	<ul style="list-style-type: none"> <li>➤ <i>April – July 2023</i> <ul style="list-style-type: none"> <li>▪ Approved risk matrix for characterizing food production establishments to support risk-based inspection of domestic Food Business Operators (FBOs).</li> </ul> </li> <li>➤ <i>April – August 2023</i> <ul style="list-style-type: none"> <li>▪ Proposed framework for food regulatory review targeting previously issued regulations by NFSA, including prioritized regulations requiring amendments.</li> </ul> </li> <li>➤ <i>June 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Two (2) priority regulations, previously promulgated by NFSA, amended to reflect input from the stakeholder community and scientific information.</li> </ul> </li> <li>➤ <i>May – December 2023</i> <ul style="list-style-type: none"> <li>▪ Established Protocol for the development and promulgation of food regulatory provisions adopted by NFSA, including the requirements to rely upon scientific and risk assessments.</li> </ul> </li> </ul>

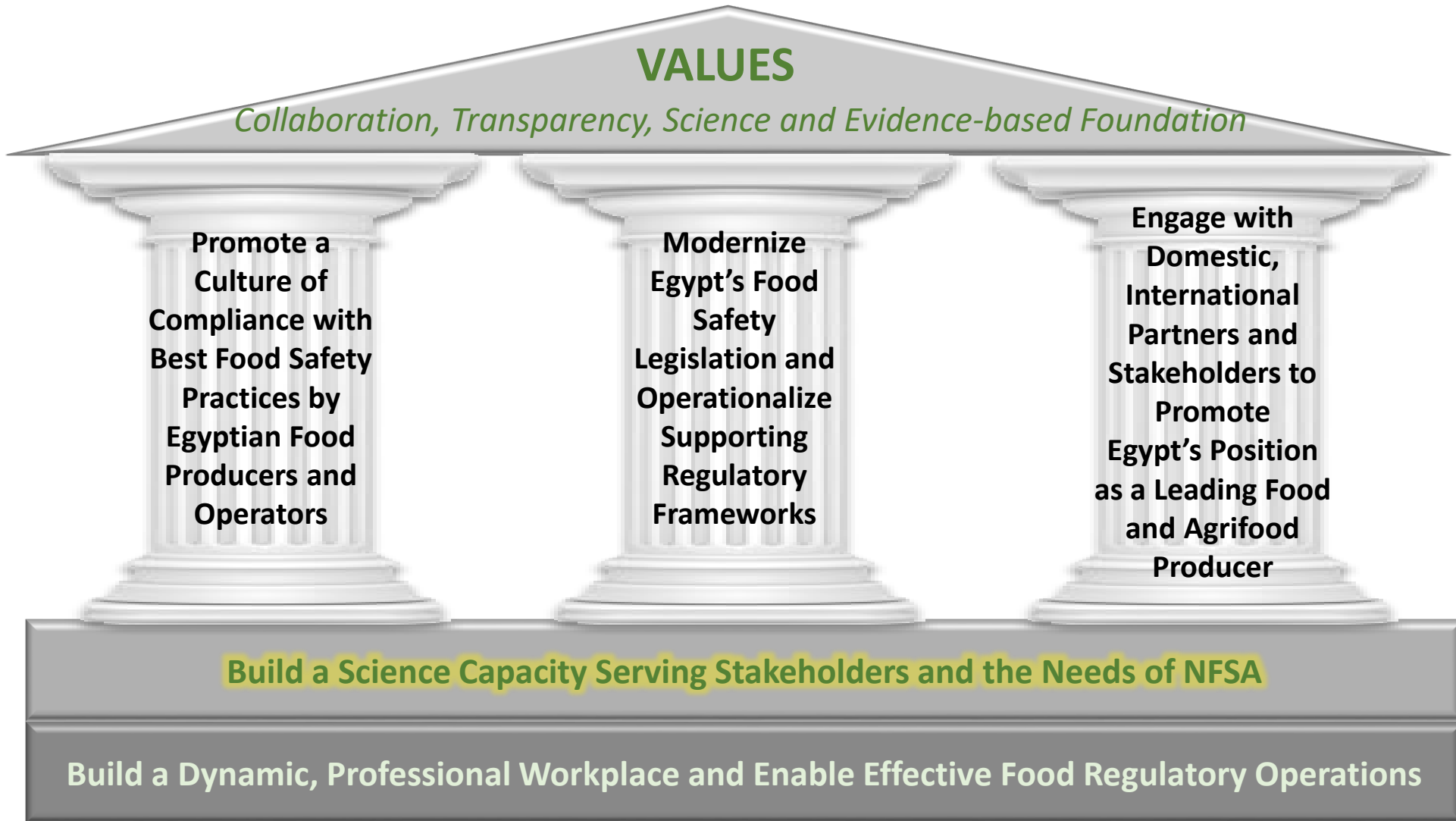
# Strategic Goal 3



Strategic Goal 3: Engage with Domestic and International Partners and Stakeholders to Promote Egypt’s Position as a Leading Food and Agrifood Producer, and to Build Trust in Egyptian Food Products	
Activity	Output
3.1 Enable effective participation of Egyptian delegations in activities, events of the Codex Alimentarius Commission, and in its technical committees relevant to NFSA’s mandate	<ul style="list-style-type: none"> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ Procedure covering approaches of collaboration between EOS and NFSA on codex matters developed and endorsed.</li> <li>▪ Codex positions developed by NFSA for key /priority committees.</li> </ul> </li> </ul>
3.2 Play a leading role in the development of cooperation and partnership frameworks at the regional level with the creation of collaborative forums amongst and between Arab and African food regulators and with international food regulatory authorities	<ul style="list-style-type: none"> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Proposed African Food Authorities Forum organized in Cairo with NFSA’s leadership.</li> <li>▪ NFSA leading food regulatory collaboration activities in line with NFSA’s regulatory priorities at the African and Arab level.</li> <li>▪ An international engagement strategy for NFSA’s leadership developed and implemented with prioritized areas of collaboration with international food regulators.</li> </ul> </li> </ul>

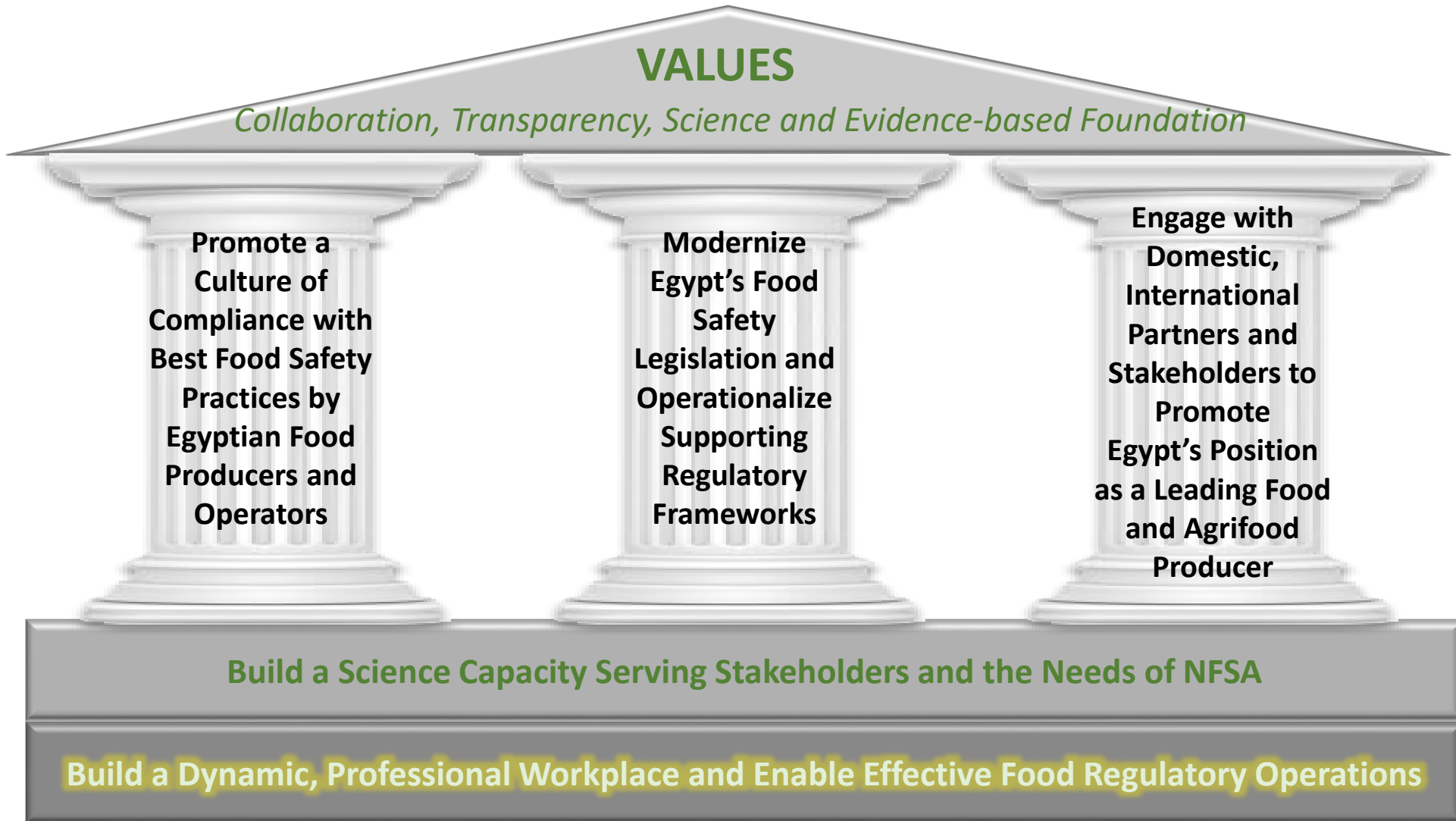


# Strategic Goal 4



Strategic Goal 4: Build Scientific Capacities Serving NFSA and Its Stakeholders	
Activity	Output
4.1 Enhance Food Laboratory Operations with the Operationalization of NFSA’s Food Reference Laboratories	<ul style="list-style-type: none"> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Program for food laboratory training developed and implemented.</li> <li>▪ An official compendium of food regulatory methods is established by NFSA.</li> <li>▪ NFSA’s laboratories play the role of reference laboratories in the Egyptian food laboratory landscape.</li> </ul> </li> </ul>
4.2 Develop a Food Safety Science Capacity to Anchor NFSA’s Decision-Making in Food Risk Analysis	<ul style="list-style-type: none"> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ A Cohort of food risk assessors, amongst NFSA’s staff is regularly trained on food risk assessment techniques.</li> </ul> </li> <li>➤ <i>April – August 2023</i> <ul style="list-style-type: none"> <li>▪ A data base of food occurrence data is created and populated for use by NFSA food risk assessors.</li> </ul> </li> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ Food consumption data collected from various sources, including in collaboration with statistics departments /authorities.</li> </ul> </li> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ NFSA major food regulatory decisions supported by substantiated by scientific / policy analysis accessible to all stakeholders</li> </ul> </li> <li>➤ <i>April – December 2023</i> <ul style="list-style-type: none"> <li>▪ A risk-based food monitoring program is established and validated</li> </ul> </li> </ul>

# Strategic Goal 5



Strategic Goal 5: Build and Dynamic and Professional Workforce and Enable Food Regulatory Operations	
Activity	Output
5.1 Revamp NFSA’s HR structure by adopting a competency-based framework, to meet the agency’s operational and regulatory challenges	<ul style="list-style-type: none"> <li>➤ <i>April – June 2023</i> <ul style="list-style-type: none"> <li>▪ An updated NFSA HR structure is adopted reflecting key food regulatory operations</li> </ul> </li> <li>➤ <i>June 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ A HR competency development framework is developed with initiated implementation</li> </ul> </li> </ul>
5.2 Engage with national and international technical institutes and academic institutions to support the identification of talent and promote food safety regulatory jobs	<ul style="list-style-type: none"> <li>➤ <i>April – August 2023</i> <ul style="list-style-type: none"> <li>▪ Prioritized list of academic institutions with which NFSA intended to develop strategic partnerships to support talent acquisition and management</li> </ul> </li> <li>➤ <i>August 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ Key agreements developed with academic and scientific institutions, supporting NFSA’s food regulatory activities and HR strategy</li> </ul> </li> </ul>
5.3 Develop Information and Communication Tools (ICTs) to support effective food regulatory operations (e-regulatory tools), including registration of establishments, inspection, compliance and enforcement activities, incident management and other decision-making processes.	<ul style="list-style-type: none"> <li>➤ <i>April – August 2023</i> <ul style="list-style-type: none"> <li>▪ An IT Module for food establishment registration is developed and adopted by NFSA</li> </ul> </li> <li>➤ <i>August 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ IT supported food inspection application developed and deployed by NFSA</li> </ul> </li> </ul>
5.4 Develop and implement food control decision-making processes, anchored in scientific assessments, with adherence to NFSA’s values of transparency, consistency with the international standards and predictability.	<ul style="list-style-type: none"> <li>➤ <i>April – August 2023</i> <ul style="list-style-type: none"> <li>▪ A procedural manual for NFSA food regulatory decision-making is developed and adopted</li> <li>▪ A clear governance structure (with a clearly defined committee structure) for NFSA decision-making processes and management is established, adopted and communicated</li> </ul> </li> <li>➤ <i>April 2023 – April 2024</i> <ul style="list-style-type: none"> <li>▪ An Incident Management Protocol is developed, tested and enhanced</li> </ul> </li> </ul>

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