



FSSC INSIGHTS

presents

FSSC DEVELOPMENT PROGRAM: CONTRIBUTING TO SUPPLIER FOOD SAFETY

4 September 2025



 **FSSC** Development Program

OUR SPEAKERS



Elsabe Matthee

Technical Director
FSSC



Jason Nyman

Market Representative - Africa
FSSC



Joshua Ponsami

Group Technical Food and Quality Manager
Boxer

PRESENTER: COLIN MORGAN

MARKET DEVELOPMENT DIRECTOR
FSSC



TODAY'S TOPICS

- 01** About Foundation FSSC
- 02** Development Program V2.0
- 03** Regional Market Uptake
- 04** Food Retail South Africa:
Adopting the FSSC Development
Program as a supplier
conformity tool
- 05** Q&A Session

PRACTICALITIES

- You are all muted
- Please use the Q&A functionality for questions
- This webinar will be recorded
- Recording and presentations will be shared via e-mail



ABOUT FOUNDATION FSSC

- ✓ Foundation FSSC is the independent non-profit owner of the **FSSC 22000 & FSSC 24000** Schemes and **FSSC Development Program**, delivering trust and impact beyond certification.
- ✓ We support the consumer goods industry in protecting its brands and achieving its targets through the implementation of an effective **ISO-based management system**.
- ✓ We are a lean and collaborative Foundation that aims to help organizations contribute to the global **SDGs** and thus **create a better world**.

FSSC BRAND IDENTITY



FSSC DEVELOPMENT PROGRAM V2.0

ELSABE MATTHEE

INTRODUCTION

WHAT IS THE FSSC DEVELOPMENT PROGRAM?

Assessment Program for organizations to demonstrate conformity of their food safety system.

Purpose

- ✓ Addressing global food safety challenges for the growing world population
- ✓ Increasing demand for affordable, safe, and quality food products
- ✓ Foundation FSSC provides a trusted brand assurance platform to the food industry

Target Audience

- ✓ Small & Medium-Sized Enterprises (SMEs)
- ✓ Large Enterprises for use in Vendor assurance programs

Value Proposition



Empowering SMEs with accessible food safety solutions while strengthening the entire food supply chain ecosystem.

PROGRAM STRUCTURE

Design

Easy-to-use solution for SMEs developing food safety systems

Ideal for organizations not ready for certification yet

Self-assessment checklists support system evaluation and improvement

Flexible progression: remain in the Program or advance to full FSSC 22000

Technical Foundation

CODEX HACCP aligned

ISO 22000 food safety elements

FSSC 22000 structure alignment

CONFORMITY ASSESSMENT

One Conformity Level

Flexible progression option for organizations

Licensed Conformity Assessment Bodies (CABs)

Validity Conformity Statement: 1 year

HACCP is fully integrated in Program

Governance program: high-quality CABs

Output for organizations:

- Standardized assessment report
- Conformity Statement
- Listed in the FSSC public register

Annex 2: CAB Conformity Statement Templates

 FSSC Development Program

CONFORMITY STATEMENT - SINGLE SITE

 FSSC Development Program

Conformity Statement

The Food Safety System of

Name of Organization

at

Location, Country

has been assessed and determined to comply with
the requirements of the

FSSC Development Program
[Version, Date]

This conformity statement is applicable to the scope of:
Scope Statement (process/activities, product and/or service description)

Food Chain Subcategory (see table in section 3 of Part 1)

Exclusions apply (excluded product(s)/process(es)/service(s) description) (if applicable)

Assessment Delivery: Full Remote Assessment due to serious event (if applicable)

Conformity statement number:

Conformity statement date:

COID:

Issue date:

Authorized by:

Valid until:

Position of signatory

Issued by:

Name and address of CAB

CAB logo

The authenticity of this conformity statement can be verified in the FSSC Register of Conforming Organizations available on
www.fssc.com/developmentprogram

DEVELOPMENT PROGRAM REVISION

FEEDBACK FOR REVISION

CB and industry feedback from a 2024 global survey found:



Extend the Scope
to include Category
G (Transport &
Storage) and
Category I
(Packaging).



**Amend the
Conformity
Assessment
duration.**



**Provide Support
Material** such as
guidance
documents, training,
and webinars.



**Increase Program
Awareness** via
marketing and
communication
campaigns.



**Gain Program
Acceptance** from
specifying
organizations and
the market.

LAUNCH OF DEVELOPMENT PROGRAM V2.0

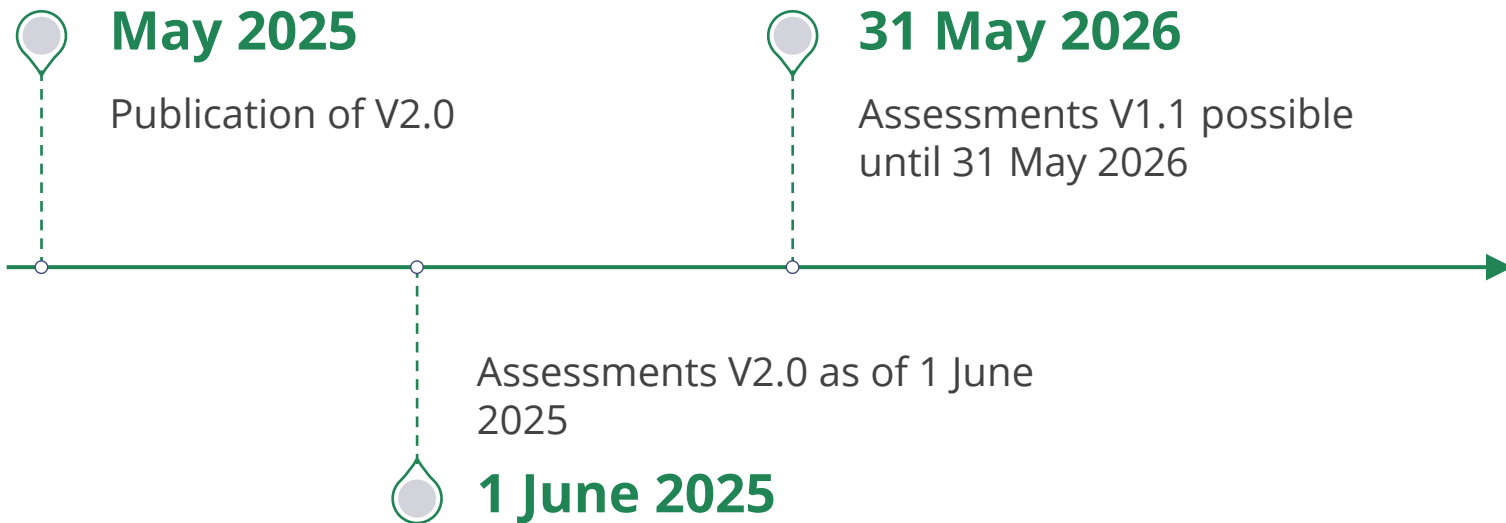
V2.0 Documents available on
the FSSC website:

- ✓ Assessment requirements
- ✓ Program requirements
- ✓ Main Changes document



**FSSC DEVELOPMENT
PROGRAM**

TRANSITION TIMELINE



VERSION 2.0 OVERVIEW

PROGRAM & ASSESSMENT REQUIREMENTS

The scope covers:

- ✓ Food **and feed** (BIII, C, **D**, K)
- ✓ Catering & Food service (E)
- ✓ **Packaging (I)**
- ✓ Retail and wholesale (FI only)
- ✓ Transport and Storage (G)



ASSESSMENT REQUIREMENT CHANGES

Version 1.1

Two Conformity Levels

HACCP not fully integrated

Question-based Document
Structure



Version 2.0

One Conformity Level aligned to
V1.1 Level 2

HACCP fully integrated, including
CCPs and OPRPs + Decision Tree

Requirement-based Document
Structure

Removed Duplications & Clarified Requirements

ASSESSMENT REQUIREMENTS CHANGES

Other adjustments include:



Food fraud mitigation added



Strengthened contamination control requirements



Traceability requirements aligned to sectors, incl. test



Documentation requirements clarified

V2.0 PROGRAM REQUIREMENTS UPDATES

PROGRAM OVERVIEW

Scope Update in Alignment with ISO 22003-1

- Added B111
- Added C0
- Adapted wording

Scope Extension

- Category D Food and Feed Manufacturing
- Category I Packaging Manufacturing

Updates and Clarifications

- Program updates and clarifications were made to align with FSSC 22000 V6

REQUIREMENTS FOR ORGANIZATIONS

Program Requirements

Outline of Program requirements was adapted to **one conformity level** only.

Interpretation Articles

Interpretation Articles were added.

Logo Use Requirements

Logo use requirements were updated in alignment with FSSC 22000 V6.

Assessment Report Format

Mandatory assessment report format was aligned with FSSC 22000 V6.

REQUIREMENTS FOR ORGANIZATIONS

Sector Assessment Requirements

- ✓ Food and Feed Manufacturing
- ✓ Catering and Food Service
- ✓ Packaging Manufacturing
- ✓ Retail, Wholesale, and E-commerce
- ✓ Transport and Storage Services



FSSC DEVELOPMENT PROGRAM

ASSESSMENT REQUIREMENTS
FOOD AND FEED MANUFACTURING (BIII, C, D & K)

REQUIREMENTS FOR ORGANIZATIONS

Sector Assessment Requirements

1. Food Safety System Requirements
2. Pre-Requisite Programmes
3. HACCP Control

Assessment requirements documents, and self-assessment tools are available on the FSSC website for free download.

www.fssc.com

1. INTRODUCTION

This document defines the requirements for organizations in the Food and Feed Manufacturing sector. The organization's Food Safety System will be assessed against these requirements by a licensed conformity assessment body (CAB) in order to receive a valid conformity statement.

Sector requirements are normative as defined in the assessment requirements of the FSSC Development Program, Part 1, Table 1, linked to the scope of the organization.

2. ASSESSMENT REQUIREMENTS FOR FOOD AND FEED MANUFACTURING (CATEGORY BIII, C, D & K)

Clause no.	Requirement
1. Food Safety System Requirements	
1.1	Leadership and commitment
1.1.1	Evidence shall be available to demonstrate that management is committed to providing sufficient and necessary resources to develop, implement and maintain their food safety program to comply with customer and legal requirements.
1.1.2	Senior management shall ensure that employees are aware of their responsibilities related to food safety including the importance of the food safety program.
1.1.3	The organization shall maintain the appropriate legal registration for a food establishment, when required by legislation.
1.2	Organizational roles, responsibilities and authorities
1.2.1	The organization shall establish a clear organizational chart outlining the organizations' structure.
1.2.2	Documented roles, responsibilities and authorities related to food safety and legality shall be defined, implemented, communicated and understood in a manner to ensure product safety.
1.3	Externally developed elements of the food safety system
1.3.1	Externally developed elements of the food safety system shall be verified to ensure they cover and are suitable for the activities of the organization. The responsibility for the operation of the food safety system still belongs to the organization. Note: externally developed elements may include PRPs, the hazard analysis and the hazard control plan.
1.4	Competence

REQUIREMENTS FOR ORGANIZATIONS

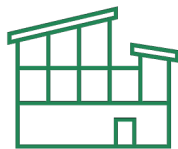
Assessment Requirements For Food and Feed Sector

Food Safety System Requirements	
Leadership and commitment	Documented information
Organizational roles, responsibilities and authorities	Procedures
Externally developed elements of the food safety system	Traceability system
Competence	Food safety incident management
Communication	Nonconformity and corrective action
Specifications including product release	Complaint Handling

REQUIREMENTS FOR ORGANIZATIONS

Assessment Requirements for Food and Feed Sector

Pre-Requisite Programmes



Construction and
layout of buildings



Layout of premises
and workspace



Utilities



Waste disposal



Equipment suitability,
cleaning, and
maintenance



Management of
purchased
materials



Measures for the
prevention of cross-
contamination



Allergen
management



Cleaning and
Disinfection



Pest Control

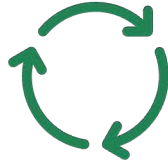
REQUIREMENTS FOR ORGANIZATIONS

Assessment Requirements for Food and Feed Sector

Pre-Requisite Programmes



Personal hygiene
and employee
facilities



Rework



Warehousing



Management of
analysis/testing
services



Product Information
and consumer
awareness



Labelling

 **FSSC** Development Program

Logo Use



Food Defense



Food Fraud
Mitigation



PRP Verification

REQUIREMENTS FOR ORGANIZATIONS

Assessment Requirements for Food and Feed Sector

HACCP Control

- ✓ Preliminary steps to enable hazard analysis
- ✓ Hazard analysis
 - ❖ *In line with seven HACCP principles and 12 steps of the CODEX Alimentarius*
 - ❖ *Control measures include OPRPs and CCPs*
- ✓ Control of monitoring and measuring
- ✓ Handling of potentially unsafe products

REQUIREMENTS ASSESSMENT PROCESS

Adjusted Assessment Duration

1 Assessor Day



Less than 100 FTE
and 1 or 2 HACCP studies

1.5 Assessor Days



100 FTE or more
or 3 HACCP studies or more

The suggested duration
is the minimum
duration.



The CAB remains
responsible for ensuring
a sufficient and suitable
duration for a proper
assessment.

REQUIREMENTS ASSESSMENT PROCESS

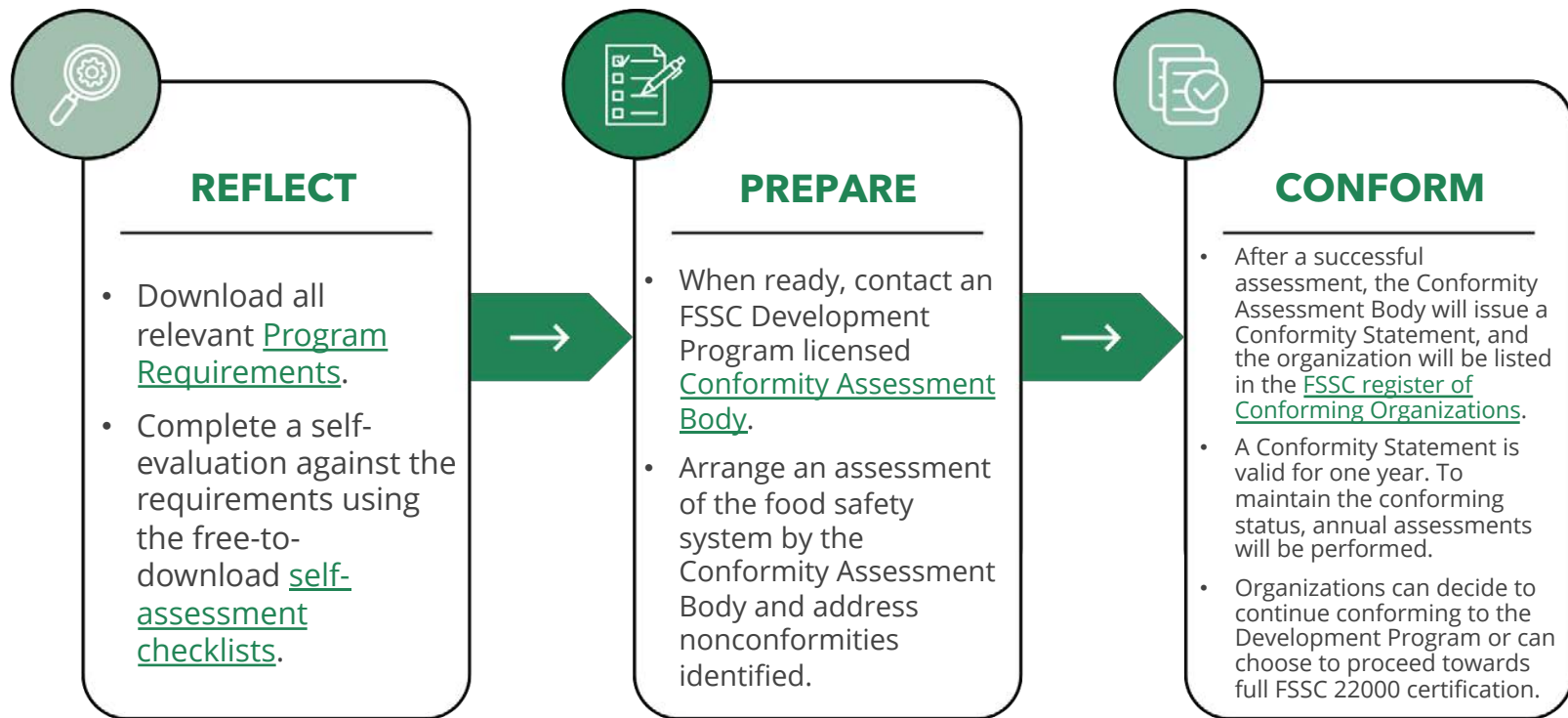
Additional changes include:

- ✓ Requirements for upgrade assessments added
- ✓ Requirements for additional assessment documentation added
- ✓ Updates to contract – include notification on serious situations
- ✓ **COVID** added for traceability



STEPS FOR ACHIEVING CONFORMITY

STEPS FOR ACHIEVING CONFORMITY



BENEFITS & REGIONAL MARKET UPTAKE

JASON NYMAN

BENEFITS

SMEs can
develop/improve
their Food Safety
System

Stepping-stone
model
towards full FSSC
22000 certification

Conformity
assessments by
approved
Conformity
Assessment Bodies

Tool for vendor
development and
assurance

Market access for
conforming
organizations

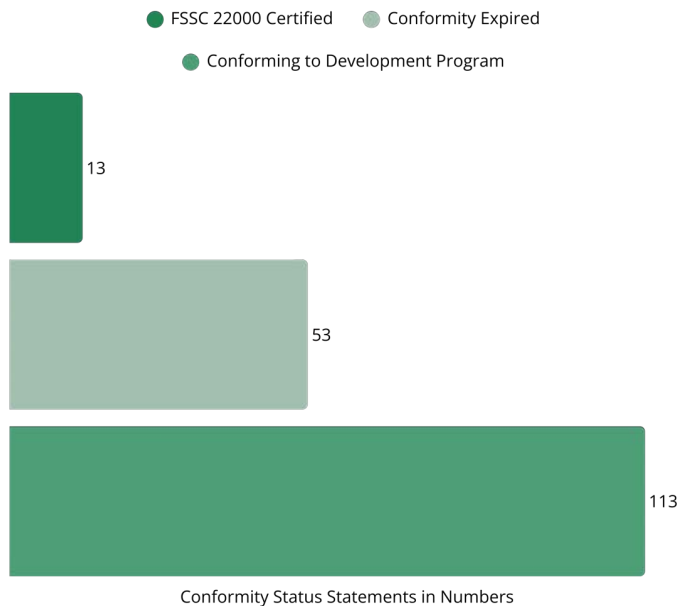
Public register for
Conforming
Organizations

Public register for
Conformity
Assessment
Bodies

Lower duration
and cost level
than certification

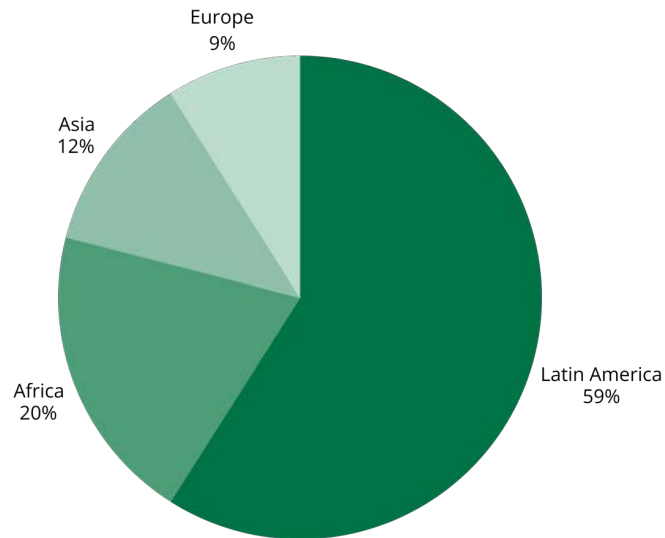
FSSC DEVELOPMENT PROGRAM IN NUMBERS (Q1 2025)

Conformity Status Overview:



*Figure is based on Organizations that entered the Development Program between 2020 - 2025

Share of Conforming Organizations per region:



*Figure is based on organizations conforming to the Development Program in Q1 2025

AFRICA: A STRATEGIC GROWTH MARKET

Growth in Conformity Statements: African Region Market Trends

28%

Africa represents
28% of all global
FSSC statements.

129

Total conformity
statements
worldwide.

36

Total number of
conformity
statements in
Africa.

12

Additional
statements
currently being
assessed by
various CABs.

AFRICAN MARKET UPTAKE

1

Strong Growth

Africa represents 28% of global FSSC DP statements, with 36 current statements and 12 in process.

2

Strategic Position

Africa is optimally positioned for FSSC DP assessment operations with a growing SME market.

3

Market Need

Economic constraints and increasing SMEs create demand for accessible compliance solutions.



4

Industry Support

Most retailers and specifiers welcome the program as it ensures system integrity.

5

Trust & Verification

Independent Conformity Assessments and FSSC integrity activities provide confidence in the process.

6

Future Outlook

The FSSC DP is poised for growth in Africa with strong market acceptance and clear value.

ORGANIZATIONS BEHIND THE NUMBERS



Food & Ingredients
Suppliers



Food Service Organizations



Companies implementing
FSSC 22000

LATAM SUCCESS FACTORS

- **Promotion**
 - Program awareness increased
- **Acceptance by**
 - Retailers
 - Food Services
 - Manufacturers
- **Motivation**
 - Public Register
 - **GFSI Certification Pathway**



CASE STUDY - COMPANY PROFILE: ADECOAGRO

Assessment Scope

Manufacturing

Rice drying, peeling, and polishing
Milling and packaging of rice flour



Core Business

Food & Renewable Energy

Rice, Sugar, and Dairy Produce



Locations

6 Rice Plants in Argentina and Uruguay, of which 3 Argentinian plants implemented the Development Program and progressed towards FSSC 22000:

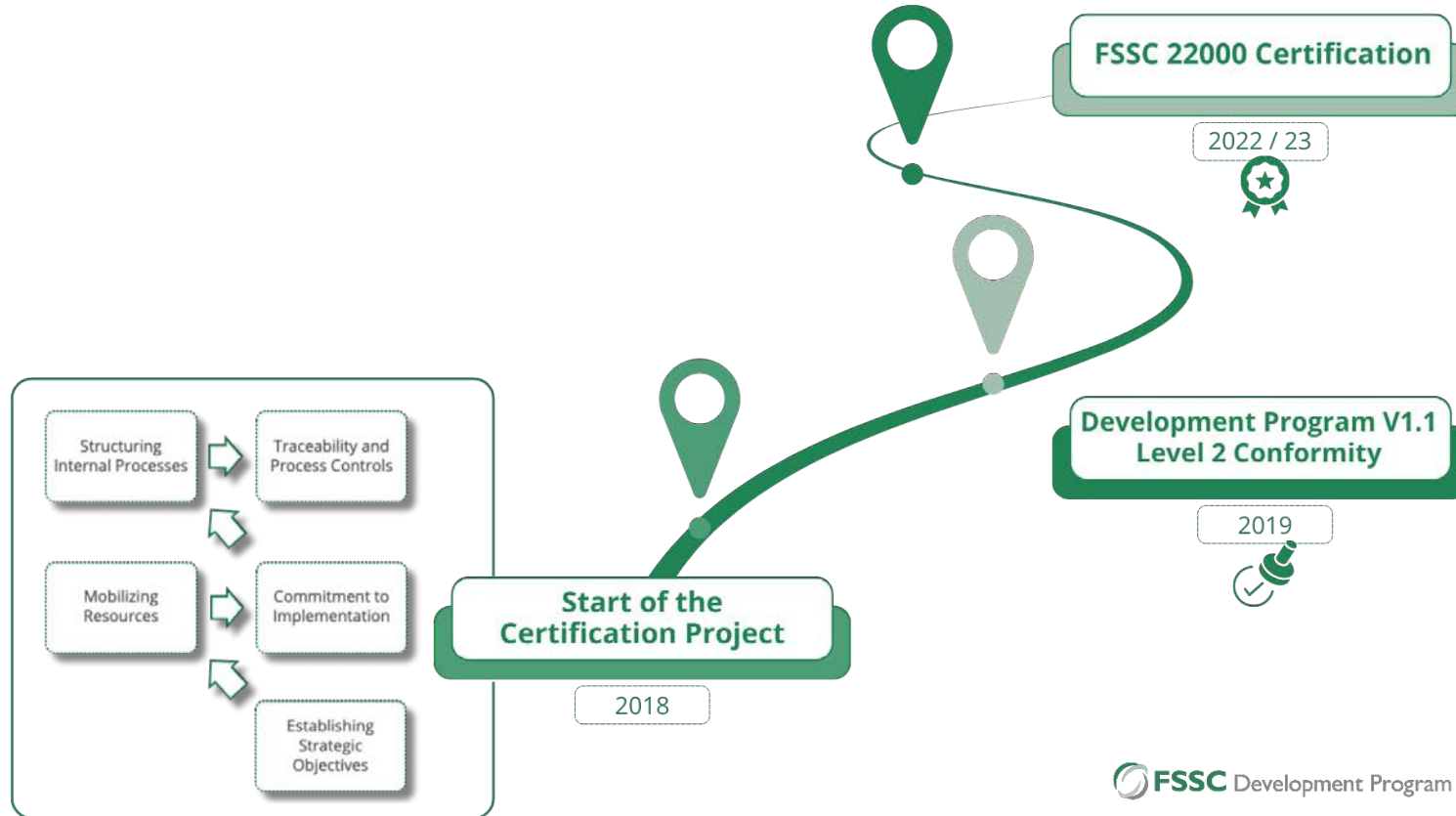
Pilaga S.A. Franck Mill, Santa Fe
Pilaga S.A. Mercedes Mill, Corrientes
Pilaga S.A. San Salvador Mill, Entre Ríos



Certification Body

IRAM Instituto Argentino de Normalización y Certificación

CASE STUDY - COMPANY PROFILE: ADECOAGRO



FSSC 22000 OPERATIONAL BENEFITS

- ✓ Strategic and engaged leadership
- ✓ Optimized task distribution
- ✓ Team training and empowerment
- ✓ Cultural and Strategic Alignment
- ✓ Continual improvement
- ✓ Sustainable systems and practices



ADOPTING THE FSSC DEVELOPMENT PROGRAM AS A SUPPLIER CONFORMITY TOOL

JOSHUA PONSAMI



Adopting the FSSC Development Program as a Supplier Conformity Tool

Joshua Ponsami

Group Technical Food and Quality Manager



JOSHUA PONSAMI
Food Safety, Nutrition & Legislation Specialist
in Manufacturing, FMCG & Retail

Introduction: Driving Food Safety Excellence

About Me:

- Group Food Technical & Quality Manager at Boxer Superstores.
- 15+ years in food safety and supplier quality assurance across diverse retail environments.
- Specializing in **scaling food safety and quality programs** in challenging emerging markets.

About :

- South Africa's **_Favourite soft discount Food Retailer_**.
- Operating over 500+ stores nationwide, serving millions of customers weekly.
- Extensive supplier network in emerging markets (Low LSM), requiring **robust, adaptable quality frameworks**.



THE BOXER JOURNEY BEGINS

1977



• First store opens in KwaZulu-Natal originally trading as 'KwaZulu Cash & Carry.'

1991



• First Name change to 'Boxer Cash & Carry.'

1995



• Expansion into Eastern Cape.

1997



• Second Name & Logo change to 'Boxer Superstores.'
• Expansion into Mpumalanga & North West.

2001



• Boxer Training Department becomes one of the first Retailers in SA to receive full training accreditation from W&R SETA.

2002



• Pick 'n Pay acquires Boxer.

2003



• Launch of Boxer Private Labels.

2004



• New Trading Format opens Boxer Build.

2007



• First shopping mall anchor store opens: (Boxer Glynn)

2009



• 100th Store Opens
• First TV Advert airs
• Expansion into eSwatini
• New Format opens: Boxer Liquors

2010



• Boxer hosts FIFA World Cup 'Baki Imbizos' for soccer fans

2011



• Boxer Meat Factory opens
• Prospectus (KZN) Distribution Centre opens

2012



• Third change to Boxer Logo

2014



• Launch of Golden Ray Confined Label
• Boxer wins KZN Top Business Award

2015



• Boxer Tagline launched
• First 'New Generation' store opens • 200th Store opens

2015



• Cato Ridge (KZN) Distribution Centre opens

2017



• Boxer celebrates 40 Years of Trading
• East London (EC) Distribution Centre opens

2018



• 250th Store opens

2020



• 300th Store opens
• Fifth Distribution Centre opens: Green Gate (Gauteng), Lyntonville (KZN) & Polokwane (Limpopo)

2021



• Boxer celebrates 45 years of trading
• 10 years of service • Boxer Youth Leadership Programme celebrates 20 years of service • Store 400 opens • Boxer Nelson Mall

2022



• Boxer Meat Factory celebrates 10 years of service • Boxer Youth Leadership Programme celebrates 20 years of service • Store 400 opens • Boxer Nelson Mall

2023



• 450th store opened – Boxer Superstores Inanda crossing
• Boxer hosts first edition of Boxer Super Run
• Boxer opens 6th Distribution Centre – Benoni DC

OUR JOURNEY CONTINUES TO BE AFRICA'S FAVOURITE DISCOUNT SUPERMARKET



2025 & Beyond



JOSHUA PONSAMI
Food Safety, Nutrition & Legislation Specialist
in Manufacturing, FMCG & Retail

Food Safety Context & Challenge in Retail

Food safety in retail is a complex landscape, especially when sourcing from diverse suppliers in dynamic markets. The challenge lies in ensuring consistent product quality and safety from farm to fork, across a wide range of operational maturities.

- **Varying Supplier Capabilities:** From large manufacturers to small, local producers.
- **Regulatory Complexity:** Navigating local and international food safety standards.
- **Consumer Trust:** Maintaining confidence in the food supply chain.
- **Operational Scalability:** Implementing quality controls that adapt to rapid growth.



Why the FSSC Development Program?

1

Global Recognition

FSSC is a GFSI-recognized scheme, ensuring **international credibility** and alignment with best practices, crucial for a global supply chain.

2

Structured Development

Provides a clear, staged pathway for suppliers to improve their food safety management systems, fostering **continuous improvement** rather than one-off audits.

3

Supports Emerging Markets

Tailored to bring less mature suppliers up to standard, empowering local economies while **reducing supply chain risk** in underserved regions.

4

Enhanced Trust

Third-party verification instills greater confidence in our products and supply chain integrity, building **stronger consumer loyalty**.

Implementation Journey: A Phased Approach

Adoption Timeline:

01

Q1: Evaluation & Planning

Feasibility study, stakeholder alignment, and pilot supplier selection.

02

Q2: Pilot Phase

Initial implementation with key suppliers, feedback collection, and refinement.

03

Q3–Q4: Full Rollout & Monitoring

Program expansion, ongoing support, and performance tracking.

Key Steps:

- **Assess Supplier Readiness:** Baseline evaluations to tailor support.
- **Internal Alignment:** Training for procurement and quality teams on program specifics.
- **Training & Onboarding:** Direct engagement with suppliers for system understanding.
- **Integration into Systems:** Embedding FSSC requirements into existing procurement and quality assurance workflows.



Benefits Realized: Tangible Impact



Enhanced Supplier Management

Clearer expectations, standardized performance metrics, and improved tracking lead to more **efficient collaboration**.



Robust Food Safety Assurance

Consistent application of GFSI standards across the supply base results in **reduced food safety risks** and heightened compliance.



Sustainable Supply Base Growth

Ability to confidently onboard new suppliers, particularly from underserved regions, fostering **inclusive economic growth** and diverse sourcing options.



Elevated Product Quality

Suppliers adopting the FSSC Development Program demonstrate marked improvements in process control, leading to **higher quality products** on our shelves.



Case Example: Supplier X - KwaZulu-Natal

Pre-FSSC: Operated with basic hygiene, limited formal documentation, and reliance on ad hoc practices, posing a challenge for scalable growth.

Post-FSSC: Implemented a structured food safety management system, achieved audit-ready status, and successfully expanded into the national retail market.

Transformative Outcomes:

- ✓ Improved Product Quality: Significant reduction in consumer complaints and returns.
- ✓ Reduced Non-Conformities: Streamlined processes led to fewer audit findings and corrective actions
- ✓ Strengthened Relationship: Deeper partnership built on mutual trust and shared commitment to food safety.
- ✓ Economic Empowerment: Supplier X's growth created local jobs and stimulated regional economy.



This partnership demonstrates how structured development programs can unlock potential in local suppliers, bridging the gap between emerging markets and global standards.

Lessons Learned: Navigating the Journey

- **Early Engagement is Key**

Involve suppliers from the initial planning stages to foster buy-in and address concerns proactively.

- **Ongoing Training & Support**

Food safety is dynamic; continuous education and hands-on assistance are vital for sustained compliance.

- **Third-Party Audits Drive Accountability**

Independent verification provides an unbiased assessment and reinforces commitment to standards.

- **Internal-External Alignment**

Ensure all internal departments (procurement, quality, logistics) are aligned with the program and communicate consistently with suppliers.

- **Celebrate Milestones**

Acknowledge supplier achievements to motivate continuous improvement and reinforce the value of the program.



Looking Ahead: Sustaining Progress

Future Plans:

- **Expand Program Reach:** Integrate more suppliers across diverse product categories into the FSSC Development Program.
- **Collaborate for Shared Learning:** Host workshops and forums for suppliers to exchange best practices and challenges.
- **Leverage Data Analytics:** Utilize performance data to identify trends, predict risks, and optimize program interventions.
- **Continuous Improvement:** Implement a feedback loop with suppliers and auditors to evolve the program with industry advancements.



Key Takeaways: Our Commitment to Excellence

"Food safety is not just a compliance issue; it's the foundation of consumer trust and sustainable growth."



Enhanced Food Safety

The FSSC Development Program significantly elevates supplier food safety management, going beyond basic compliance.



Supports Governance & Growth

It strengthens our governance framework while enabling responsible growth of our supplier base, particularly in emerging markets.



Long-Term Value

Transitioning from in-house systems to a globally recognized standard brings significant long-term value and assurance.



Raising the Bar

Boxer is committed to raising the bar for food quality and safety across our entire supply chain, ensuring the best for our customers.

Any Questions?

Thank you

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<https://www.linkedin.com/in/joshua-ponsami> or [+27837243172](tel:+27837243172)



Q&A



Q

What is the difference between FSSC Development Program and FSSC 22000?

AFAF

Professor

A white question mark icon inside a dark green rounded square with a white border, which is part of a larger speech bubble shape pointing towards the question text below.

What are the key benefits for an organization transitioning from in-house compliance to independent third-party conformity through the FSSC Development Program?

PRODROMOS

Auditor

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How does the Development Program support suppliers in emerging markets with limited resources to ensure the reliability and safety of the supply chain?

PRODROMOS

Auditor

A white question mark icon inside a rounded square speech bubble with a tail pointing towards the question text below.

How can we ensure the process safety of our SME suppliers who don't have third-party certification?

SILVIA

IMS Coordinator



Q

How long does the typical Development Program timeline take from initial assessment to full certification readiness?

PAUL

Production Manager

OUR MARKET REPRESENTATIVES



Jacqueline Southee
North America Representative



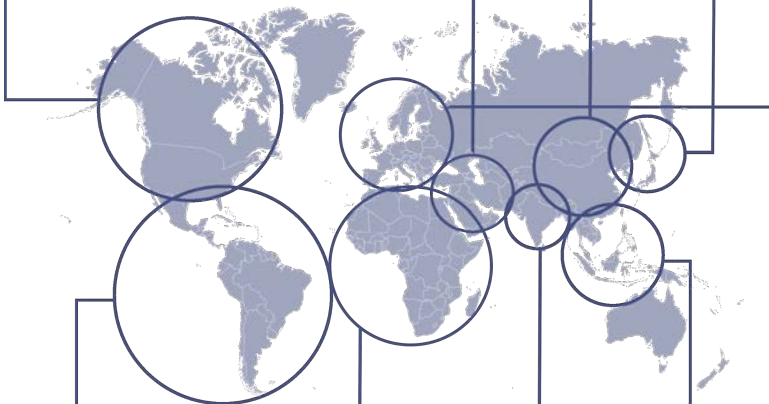
A. Necat Kirkil
Türkiye & The Middle East
Representative



Yu Li
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Japan Representative



Alice Palfrey
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Manager - FSSC 24000



Colin Morgan
Market Development
Director



Juliani Arimura
Latin America
Representative



Jason Nyman
Africa Representative



Smita Murthy
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THANK YOU



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