

A decorative graphic consisting of a small globe, a teal circle, and a grey circle, all positioned to the left of a vertical black line.

# Barriers to Food Safety Management and HACCP

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- Hazard Analysis Critical Control Point
- A system to manage food safety
  - Developed for manufacturing
- 1993: Global standard
  - Requirement for trade
- 2006: EU – all food businesses
  - Except primary production
- 2010: Abu Dhabi - all food businesses
  - First government in the world



- HACCP is important for all food businesses along the food chain
- It has been most successfully implemented in large food businesses supplying export markets
- Worldwide, SLDBs present diverse and sometimes very complex challenges to ensuring food safety.



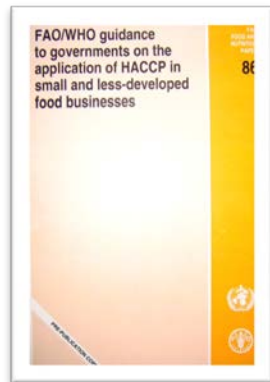
- Food businesses that encounter difficulties in implementing HACCP, because of their:
  - size
  - lack of technical expertise
  - economic resources
  - nature of their work
  
- SLDBs provide an important source of food and contribute to the national economy



- Governments are responsible for creating a scientific, technical and financial environment favourable to HACCP implementation
  - with specific reference to SLDBs
- Government interventions are best developed within a national HACCP strategy
  - involvement of relevant partners is essential
  - support for SLDBs is required as well as guidance



# Logic sequence for national HACCP strategy



FAO / WHO (2006)



# Defining Barriers

- Practical experience
- Parallel research
  - Management, medicine, quality, etc.
- In-depth research
  - 1999 – 2011
  - Farming, manufacturing, food service
  - Interviews, documentary analysis, etc.
  - PhD and MSc



Incentives

Barriers

Trade

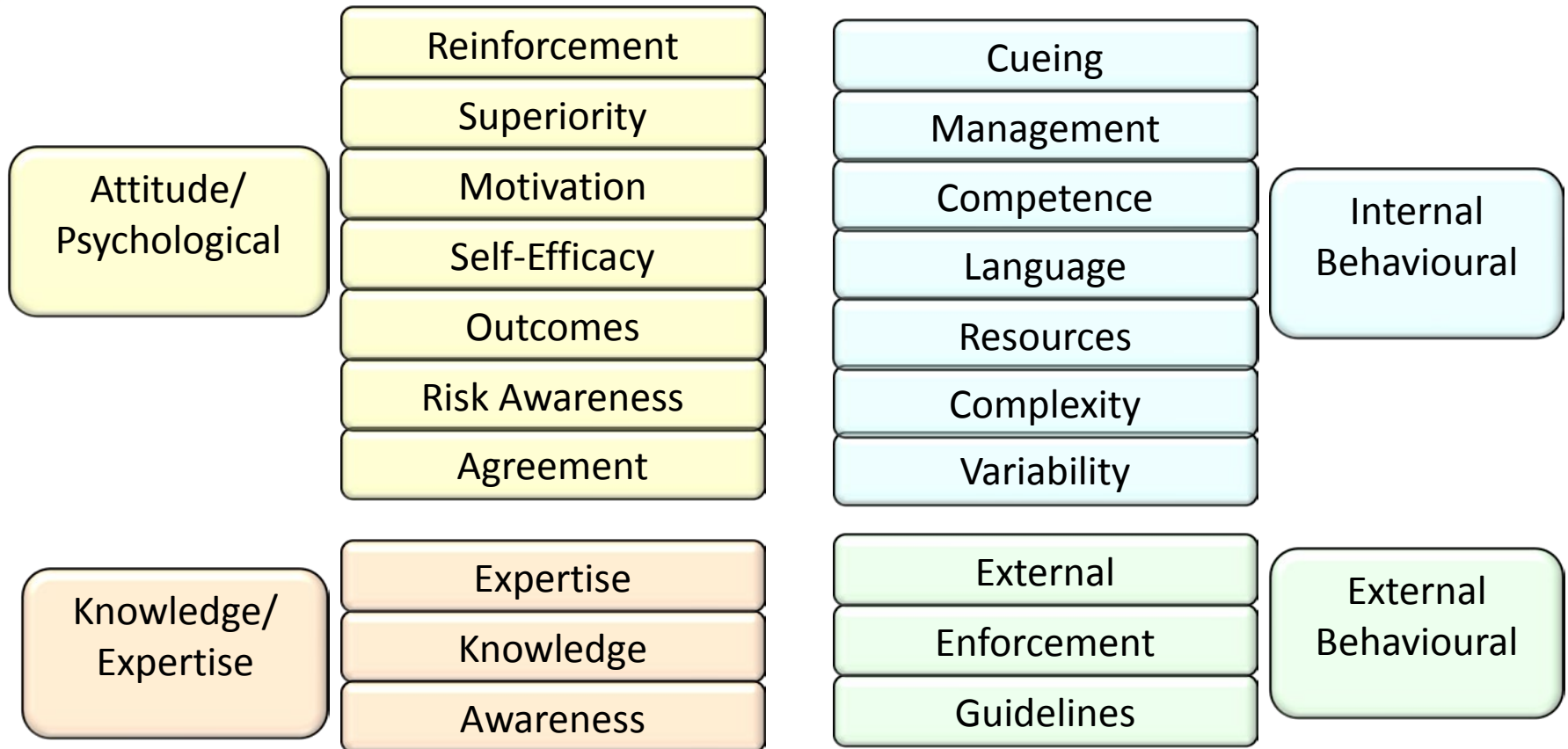
Legislation

Knowledge

Attitude

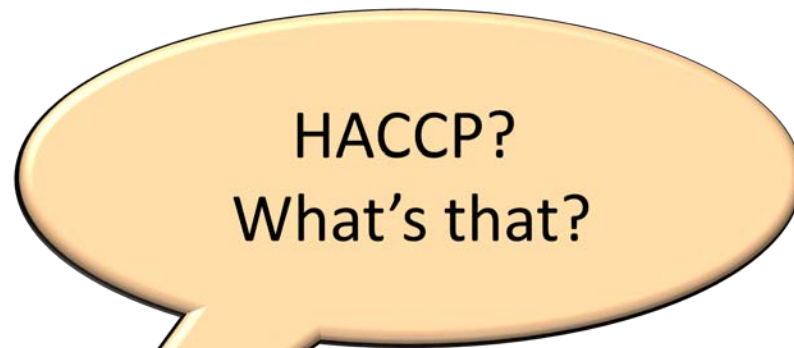
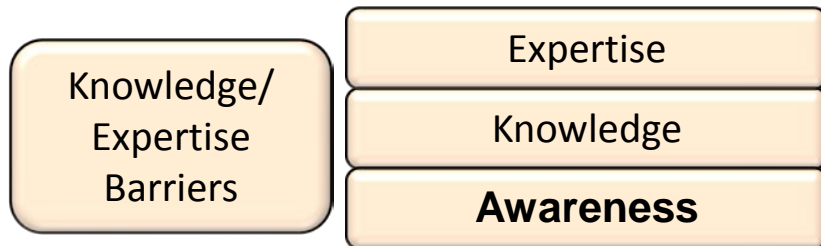
Behaviour

# The 21 Barriers Model





# Awareness



# Technical Expertise

‘Bacteria...  
what sort of bacteria,  
how many bacteria?’

Knowledge/  
Expertise  
Barriers

**Expertise**

Knowledge

Awareness

# Agreement

Attitude/  
Psychological  
Barriers

Reinforcement

Superiority

Motivation

Self-Efficacy

Outcome Expectancy

Risk Awareness

**Agreement**

'We should scrap HACCP  
and come back to basics'

# Risk Awareness

Attitude/  
Psychological  
Barriers

Reinforcement

Superiority

Motivation

Self-Efficacy

Outcome Expectancy

**Risk Awareness**

Agreement

‘There’s no risk...  
I’ve worked here 7 years  
and never had a  
food poisoning case’

# Outcome Expectancy

Attitude/  
Psychological  
Barriers

Reinforcement

Superiority

Motivation

Self-Efficacy

**Outcome Expectancy**

Risk Awareness

Agreement

‘It’s just paperwork...  
we will be no better off  
in terms of industry’

# Lack of Self-Efficacy

Attitude/  
Psychological  
Barriers

Reinforcement

Superiority

Motivation

**Self-Efficacy**

Outcome Expectancy

Risk Awareness

Agreement

'I was petrified because  
I'm not good with  
hygiene'

# Lack of Motivation

Attitude/  
Psychological  
Barriers

Reinforcement

Superiority

**Motivation**

Self-Efficacy

Outcome Expectancy

Risk Awareness

Agreement

'It's a chore... it's tiresome'

# Perceived Superiority

Attitude/  
Psychological  
Barriers

Reinforcement

**Superiority**

Motivation

Self-Efficacy

Outcome Expectancy

Risk Awareness

Agreement

‘We are already better  
than the other businesses  
round here’

# Reinforcement

Attitude/  
Psychological  
Barriers

**Reinforcement**

Superiority

Motivation

Self-Efficacy

Outcome Expectancy

Risk Awareness

Agreement

‘a lot of places are bad  
and still busy, so  
why am I bothering?’



# Management / Culture

## Management

Competence

Language

Resources

Complexity

Variability

Internal  
Behavioural  
Barriers

'I don't really interfere  
with the kitchen that  
much'

# Language

Management

Competence

**Language**

Resources

Complexity

Variability

Internal  
Behavioural  
Barriers

'our chefs don't know  
the language'

# Resources

Management

Competence

Language

**Resources**

Complexity

Variability

Internal  
Behavioural  
Barriers

'on a busy day we're tripping over each other'

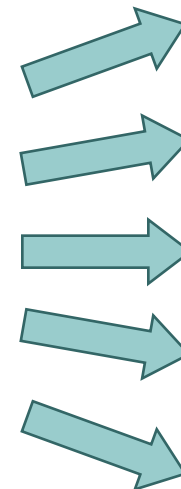
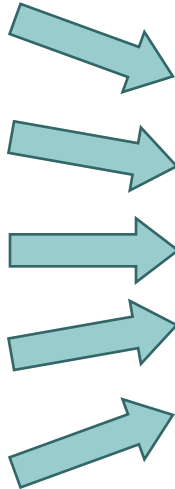
# Complexity & Variability

'it's a beast of a menu' ☐

Complexity

Variability

Internal  
Behavioural  
Barriers



# Solutions?

- Voluntary v. mandatory?
  - HACCP
  - Certification
- Best way to help?
  - Information
  - Finances
  - Training
  - Consultants
  - Generic systems
  - **Evolving methods**



# Evolving Methods

- England (2005): SFBB
  - Small food service businesses
- TSI (2009): Menu-Safe HACCP
  - Medium-large food service businesses
- Sharjah (2010): GHP
  - All food businesses in Sharjah
- Abu Dhabi (2011): New HACCP project
  - Small food businesses (with no words)





Thank you

شكراً

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