

Programming document 2016 - 2019

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Trusted science for safe food

Protecting consumers' health with independent
scientific advice on the food chain

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For EFSA's Management Board

Sue Davies

Chair of the Management Board

Trusted science for safe food

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Foreword

I am delighted to present you with EFSA's Single Programming Document for the years 2016-2019. This document translates EFSA's vision of 'Trusted science for safer food' into a concrete work plan for the years to come, taking account of the opportunities and challenges EFSA will face in its journey towards the year 2020.

A constantly changing world, with its increasingly globalised trade, influences the future of how we produce and consume food in the European Union. Emerging new risks and hazards lead to complex food safety questions and help to evolve scientific knowledge. They also create the need for innovative and collaborative approaches in all areas of EFSA's scientific work.

In this context, EFSA will continue to play an active role in the development of an international risk assessment community. Increasing cooperation with international organisations and third countries will promote high quality standards in risk assessment. Joint efforts will lead to harmonised approaches and shared resources. They will enable EFSA to harvest the best expertise available to provide global solutions for global challenges.

Societal expectations of greater transparency and public engagement in all areas of EFSA's work are high and will increase further. It is important to continue building on the procedures in place, while broader engagement with risk managers and other stakeholders will provide opportunities to strengthen our evidence base and our communication channels. Addressing these expectations proactively will be essential to enhancing, maintaining and cementing the trust of our stakeholders in our work.

Emerging technologies will further standardise and automate routine tasks. New collaborative digital platforms will help optimise the involvement of our stakeholders. Using innovative working methods and cooperating closely with risk managers and risk assessment partners, we will continue to explore all possible solutions to achieve necessary efficiency gains.

Against this background, we have set ourselves five main goals that will guide our work in the coming years. They will enable us to continue fulfilling our mission while progressing in key areas of our work and increasing satisfaction and trust in our performance. The five strategic objectives endorsed by our Management Board in December 2015 set the frame of our strategy, and shape its implementation plan, which is reflected in this Programming Document.

We have a lot of work ahead of us, and we look forward to taking it on.

Bernhard Url,
Executive Director

List of acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
AFCWG	Advisory Forum Communications Working Group
AHAW Panel	EFSA Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
ANS Panel	EFSA Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
CEF Panel	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
COMMS	EFSA Communications Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
DATA	EFSA Evidence Management Unit
DG SANTE	Directorate General for Health and Consumers
DOI	Declaration of Interest
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemical Agency
EEA	European Environment Agency
EMA	European Medicines Agency
ENP	European Neighbourhood Policy
EU	European Union
FEED	EFSA Feed Unit
FEEDAP Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients & Packaging Unit
FTE	Fulltime staff equivalent
GMO	Genetically Modified Organisms
GMO Panel	EFSA Panel on Genetically Modified Organisms
HUCAP	EFSA Human Capital & Knowledge Management Unit
IAS	Internal Audit Service of the European Commission
JRC	Joint Research Centre
JRC-IPSC	JRC-Institute for the Protection and Security of the Citizen
PTT	EFSA IT Systems Unit
LRA	EFSA Legal and Regulatory Affairs Unit

MB	EFSA Management Board
MRL	Maximum residue level
NDA Panel	EFSA Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
OD Project	Organisational development Project
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and Their Residues
PRAS	EFSA Pesticides Unit
RASA	EFSA Risk Assessment and Scientific Assistance Department
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RESU	EFSA Resources and Support Department
ROA	rapid assessment outbreak
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SOP	Standard Operating Procedure

Mission statement

EFSA's mission and objectives are guided by the Founding Regulation 178/2002, addressing the need to protect the interests of consumers and providing high-quality scientific expertise and advice to provide a basis for consumers to make informed choices in relation to the foods they consume.

Our Mission:

EFSA is an integral part of the EU's food safety system. As outlined in its Founding Regulation, the Authority's mission is to contribute to the safety of the EU food and feed chain, mainly by:

- providing EU risk managers with independent, up-to-date and fit-for purpose scientific advice on questions related to food and feed safety, animal health and welfare, plant health, nutrition, and environmental issues specific to the above¹;
- communicating to the public on its outputs and the information on which they are based;
- cooperating with Member States, institutional partners and other interested parties/stakeholders² in the EU to promote coherent advice and increase trust in the EU food safety system;
- identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

Our vision:

Trusted science for safe food.

Our values:

All of EFSA's strategic objectives and operational activities are based on a set of fundamental values. These are:

- **Scientific excellence:** EFSA aims to provide high-quality scientific advice based on the expertise of its network of scientists and staff and the quality of its science-based information and methodologies, which are grounded in the highest internationally recognised standards.
- **Independence:** EFSA is committed to safeguarding the independence of its experts, methods and data from any undue external influence, and to ensuring that it has the necessary mechanisms in place to achieve this.
- **Openness:** Communicating openly and promptly on its scientific work helps foster trust in EFSA. As well as being transparent, we aim to engage civil society in our risk assessment work and connect with untapped scientific potential.
- **Innovation:** Being pro-active and forward-looking enables EFSA to anticipate new challenges. We believe that regulatory science must keep pace with changes in the natural sciences, industry and society. We are constantly developing and adapting our data and working methods to ensure that the EU food safety system is at the forefront of scientific as well as administrative thinking and practice.
- **Cooperation:** Working together and exchanging knowledge between food safety experts in the EU and globally ensures excellence and efficiency and maximises the available risk assessment capacity and potential. We believe that the totality of food safety expertise in Europe and internationally is greater than the sum of its individual parts.

¹ The phrase, 'food safety' is used throughout the document as shorthand for, "food and feed safety, animal health and welfare, plant health, nutrition, and environmental issues specific to the above".

² As defined in EFSA's Founding Regulation, Article 3 (13).

Section I. General context

EFSA operates in a world of rapid change and needs to ensure that it can continue to deliver on its tasks and obligations. The main drivers, challenges and opportunities that EFSA expects to encounter between now and 2020 – requiring a set of actions and considerable resources – are summarised below.

Public expectations and benefits/opportunities of greater transparency and engagement

Transparency and engagement – which together are the two components of openness – are fundamental aspects of EFSA's work and are enshrined in the Authority's Founding Regulation. Expectations of more openness have been increasing and are expected to increase further, largely as a product of today's better informed, faster connected society. There are expectations related to transparency, as is shown, for example, by the number of requests for access to documents, for access to underlying methodologies and data, as well as for wider engagement in the process of EFSA's scientific assessment.

EFSA has always striven to be as transparent as possible in all its activities and procedures. It is important to continue building on the procedures in place, while ensuring an appropriate balance with challenges faced, e.g. in terms of extra demands on resources and safeguarding the intellectual property rights of data owners. Greater openness also brings important possibilities. Broader engagement with risk managers and other stakeholders provides opportunities for developing efficient data collection systems to support risk assessment and for monitoring the safety of food on the European market, as well as for strengthening communication and the dissemination of information from and to a wide range of stakeholders with multi-faceted needs.

Such engagement will also make it possible to harvest early in the risk assessment process scientific knowledge, experience and tools developed by stakeholders, and to tap into the unexplored expertise of the wider scientific community – in other words, to look beyond EFSA's panels and working groups. Addressing these expectations proactively will be essential to EFSA's ability to maintain and strengthen the trust of its stakeholders.

Emergence of new risks and hazards leading to complex food safety questions

As highlighted in a study commissioned by the European Commission on future scenarios for food safety and nutrition, these changes and trends will increase the need for data, methodologies, analyses and scientific advice on complex food safety questions. Demographic changes – like ageing populations or increasing migration flows – and changes in consumers' behavior and attitudes towards nutrition and food production and consumption (driven by, for example, principles of sustainability, such as urban farming or a circular economy) may lead to a further diversification of diets in Europe. Population growth, climate change and food waste all pose challenges to global food security and food safety. Emerging technologies or new applications of existing technologies – for instance in the wider areas of biotechnology, synthetic biology or nanotechnology – will continue adding to the complexity of the food chain and the task of risk assessment. Climate change and environmental pollution are expected to increasingly affect the safety of our food chain.

EFSA and its partners, at EU and international level, will have to address these new developments within the context of societal expectations regarding broader, sustainable levels of protection of human, animal, plant and environmental health in the framework of an integrated 'one health' approach.

Evolving scientific knowledge, creating a need for innovative and collaborative approaches

Scientific knowledge continues to evolve rapidly, with methodologies, information and data becoming available on an increasingly global scale. Emerging research areas and scientific developments are constantly bringing new insights to EFSA's work. For example, new findings in biomedical research (e.g. on neurotoxicity, reproductive toxicity, the role of gut microbiota and epigenetics) or advances in molecular biology and gene interaction, analytical techniques, -omics, and metabolic biomarkers for disease and health, as well as new knowledge on the cumulative effects of compounds and antimicrobial resistance will directly affect the nature of EFSA's scientific assessments. EFSA collects and analyses existing evidence and data, but does not generate primary evidence to carry out its scientific assessments. It will therefore be increasingly important for EFSA, in collaboration with the wider risk assessment community in the EU and beyond, to partner with research bodies and project consortia, risk managers and funding bodies to identify and prioritise research funding for the generation of data for its on-going work.

EFSA and its partners will have to monitor and take stock of new scientific developments, thus ensuring that its work, and particularly its risk assessment methodologies and evidence, continues to reflect the newest scientific findings available.

The impact of globalisation

Further integration of regional and national economies, societies and cultures is expected, as a growing number of countries sign up to free-trade agreements and the global trade share of emerging economies increases. This will lead not only to an increasingly globalised trade in food and feed products, and the associated 'trade' of hazards and risks, but also to a more complex food supply chain, which poses challenges for EFSA, for instance with regard to the tracing of food-borne outbreaks.

The future of EU food safety and nutrition will increasingly be affected by the actions of global players – such as trade blocs or multinational companies – and the extent to which global cooperation can be achieved on the setting and enforcement of standards throughout the food chain. In this process, the EU will need to ensure that the existing high standards of food safety are adopted universally or, where possible, are further improved.

A global approach on food safety is crucial to addressing these major challenges, and EFSA will have to play an increasingly active role in the development of an international risk assessment community. Increasing cooperation with organisations like the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the World Organisation for Animal Health (OIE), the International Plant Protection Convention (IPPC), the Codex Alimentarius and the Organisation for Economic Co-operation and Development (OECD), as well as with third countries will promote high standards in risk assessment in a harmonised approach and will harness the best expertise available to provide global solutions to global challenges.

Efficient operation of the Agency's activities

In the coming years, EFSA will continue to execute its core and supporting activities in line with EU legislation. This will be challenging as the Agency's resources are becoming scarcer, as is the case with other public organisations – staffing is set to be reduced by 10% over five years, and the budget over the next five years will, at best, remain stable. At the same time, there is an increasing demand for additional services – such as support through greater clarity of procedures to applicants for regulatory products (the gains of which could partially balance out the costs in the medium to long term) – as well as for more self-tasking on general scientific assessment priorities.

Increasing efficiency will therefore be key to the successful execution of core and supporting activities, and it is to this end that enhanced cooperation with Member State and international scientific assessment bodies presents a particular opportunity for improving efficiency. Emerging technologies may also further standardise and automate routine tasks of the Agency, while the development of collaborative digital platforms will help to optimise the involvement of stakeholders and other potential collaborators.

EFSA will need to explore all possible solutions to achieve the needed efficiency gains, from closer collaboration with its partners to innovative working methods, and define a prioritisation scheme to address any potential resource bottlenecks, in close cooperation with risk managers and risk assessment partners.

Availability of expertise for EFSA's multidisciplinary needs

EFSA staff currently provides support to the members of the Scientific Committee, ten scientific panels and their working groups. A priority in this area is to maintain EFSA's attractiveness and access to diverse, competent and independent scientific experts. This will be challenging for a number of reasons: organisations making experts available to EFSA face similar resource constraints; the population of potential experts is limited by requirements related to independence and the need to be well-versed in scientific assessment approaches; and experts face other demands on their time. EFSA will have to carefully and comprehensively assess these underlying factors – as well as the sustainability of, and possible improvements to, the current model for EFSA as a whole and the different panel areas – and address them in cooperation with its partners at EU and international level.

Section II. Multi-annual programming 2016-2019

1. Strategic objectives

To anticipate these challenges and opportunities, EFSA has developed its new Strategy 2020³, which influences its subsequent five overarching strategic objectives for the years 2017-2019 and onwards:

- Prioritise public and stakeholder engagement in the process of scientific assessment (SO 1)
- Widen EFSA's evidence base and optimise access to its data (SO 2)
- Build the EU's scientific assessment capacity and knowledge community (SO 3)
- Prepare for future risk assessment challenges (SO 4)
- Create an environment and culture that reflects EFSA's values (SO 5)

2. Multi-annual programme 2016-2019

EFSA has responded to future challenges expected to impact on the scientific core business by designing a portfolio of projects and by implementing programme and project governance:

- Previously autonomous projects have been consolidated into multi-annual programmes to coordinate and align all projects handling information and expertise in EFSA; these projects are identified in this document under the heading 'information management programme' and 'expertise management programme'.
- A quarterly review of the portfolio ensures that projects stay aligned with the strategic objectives.
- Each project covers one or more aspects of the strategic objectives, and together they maximise the strategic fit of the multi-annual programme.

The integration of the strategy implementation plan into EFSA's work programme during 2016 will give the full picture of resources dedicated to the achievement of the strategic objectives by each of the currently running projects together with those envisaged to start in the coming years.

2.1 Prioritise public and stakeholder engagement in the process of scientific assessment

In the area of provision and communication of scientific advice for general risk assessment priorities and regulated products, EFSA will provide fit-for-purpose and timely advice to risk managers. EFSA continues to enable citizens and stakeholders to contribute more widely by promoting communication, dialogue and transparency with the scientific community, applicants and society as a whole. This results in increasing trust, the effectiveness of EFSA's scientific advice and the predictability of the risk assessment process.

Over time there will be fluctuations and evolutions in the nature and the volume of these two

³ Link to Strategy 2020 document

core areas of provision and communication of scientific advice for general risk assessment priorities and regulated products, for example, as a result of new risk management priorities, new legislation or outbreaks of food-borne diseases. But, they will continue to be the central activities of the Authority. Their detailed planning and prioritisation will be addressed in EFSA's annual work plans.

In the area of general risk assessment, EFSA's multi-annual focus will be on providing scientific advice based on the mandates received in the fields of animal health, plant health, biological and chemical hazards, e.g. animal disease categorisation, plant pest risk assessment, assessing risks regarding food hygiene, transmissible spongiform encephalopathies, *Listeria monocytogenes* in ready-to-eat foods, food borne viruses, antimicrobial resistance, environmental contaminants in food and feed. Further possible work in this area will be based on self-tasks on different topics, e.g. heavy metals, process contaminants in food, non-allowed pharmacologically active substances in food of animal origin, (masked) mycotoxins and natural contaminants in food and feed, as well as detoxification of contaminants in feed.

In the area of regulated products, EFSA will continue to streamline administrative procedures associated with applications, from receipt to adoption. It will take additional steps to improve interaction with applicants, to ensure a high level of fairness and accountability in the operations that affect third parties and to simplify the application workflows.

EFSA will provide scientific advice based on the mandates received for the assessment of food enzyme dossiers. A total of 304 applications for food enzymes have been submitted to the EC. A multi-annual work programme 2016-2021 will be established together with the EC to assess the dossiers received. The ANS Panel has reviewed its working methods to increase efficiency in handling the re-evaluation of 300 food additives and colours by 2020.

Regarding pesticides, the main focus will be on cumulative risk assessments and residue definition, and on environmental assessments covering aquatic and terrestrial ecosystems. The scientific assessments proposing maximum residue levels (MRLs) will be complemented by the publication of evaluation reports prepared by Member States. EFSA will dedicate increasing resources over the period 2016-2019 to progressively eliminate the backlog of outstanding reviews of existing MRLs for all active substances by 2020. In particular, the PRAS Unit will continue with the review of active substances, which includes 139 substances with expiration of approval by 31 December 2018 (AIR III) and 212 substances with expiration of approval by the end of 2021 (AIR IV). However, submission of member state draft renewal assessment reports is remaining late for AIR III substances.

EFSA will face a substantial increase in its workload on novel foods when the new novel food regulation will come into effect. The new regulation envisages, among others, a centralised risk assessment for all applications and a notification procedure for traditional foods from third countries. EFSA will, therefore, need to have clear and transparent guidance in place. With the implementation of the regulation on foods for special medical purposes, the NDA Panel expects to evaluate applications in this area from 2016 onwards. It is expected that the majority of the re-evaluations for feed additives will be finalised during 2016, and the first dossiers for the renewal process should also be received.

EFSA expects to continue delivering evaluations of alternative treatments for animal by-products and on decontamination substances for food of animal origin.

The early involvement of stakeholders in the guidance development, through various means (e.g. pilot focus group for the development of guidance documents, concept paper before updating/developing guidance), and clarifications on existing guidance documents via webinars and info sessions will increase clarity about data requirements and scientific evaluation by EFSA.

Strengthening engagement with applicants in the pre-submission phase will continue to be in the scope of envisioned EFSA projects with the development of a multi-annual plan of support

activities to applicants with targeted support to small and medium enterprises.

Through its risk communication activities EFSA seeks to raise awareness and explain the implications of its scientific work. Further development of better contextualised communication for both risk managers and the general audience is envisaged. EFSA aims to provide appropriate, consistent, accurate and timely communications on food safety issues to all stakeholders and the public at large, based on its risk assessments and scientific expertise.

During the period 2016–2019, communications will continue to be tailored and focused on the impact of EFSA’s work on human health, animal health and the environment. EFSA will focus on strengthening clarity and improving information delivery; better understanding and meeting target audience needs; building awareness, understanding and recognition of EFSA in the EU and beyond; promoting coherence in risk communications with the EU and international partners; increasing transparency, openness and stakeholder dialogue; developing tools to systematically monitor users’ expectations and satisfaction.

A new attitude to openness, and projects supporting openness, will be at the core of much of the Authority’s communications work as EFSA strives to make its risk assessments – including supporting data and other evidence material – more transparent. The initiative will also be supported by the continued improvement of the EFSA website and by rebranding. Communications will build on the progress made in 2013–2014 in the areas of multimedia and social media, using tools such as interactive infographics and Twitter accounts to make EFSA’s work more accessible and comprehensible to different audiences.

External Relations will ensure effective liaison with the European Commission, the European Parliament and the Council of the EU to respond to their needs and expectations as policy-makers and budgetary authorities. In light of efforts to improve transparency in EFSA’s risk assessment, engagement will continue to be central to stakeholder initiatives in 2016–2019. The Authority will refresh the way it interacts with stakeholders, which may include the introduction of a system of accredited stakeholders and the organisation of an annual stakeholder day, among other initiatives.

A long-term plan is also envisaged to strengthen EFSA’s engagement with its institutional stakeholders and media partners aiming at monitoring reputation and media impact with a follow-up redesign of EFSA’s corporate image/branding.

On-going, key multi-annual organisational development projects contributing to this strategic objective are outlined below.

TRANSPARENCY AND ENGAGEMENT IN RISK ASSESSMENT – TERA PROJECT

The project aims to enhance the openness and transparency of EFSA’s operations (two core values of EFSA since its creation). It designs the framework for the transformation of EFSA into an Open Science organisation.⁴

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Open EFSA roadmap: measures not requiring impact assessment implemented 50%	Open EFSA roadmap: measures not requiring impact assessment implemented 100% Implementation of measures prioritised following the impact assessment (%TBD)	Implementation of measures prioritised following the impact assessment (%TBD)	Implementation of measures prioritised following the impact assessment (%TBD)

⁴ <http://www.efsa.europa.eu/en/corporate/doc/openefsadiscussionpaper14.pdf>, see also strategic objective 5

MATRIX – INTERACTION WITH APPLICANTS

The European Parliament and the European Commission have expressed the need for improved interaction between EFSA and applicants. The MATRIX project (part of the Information Programme) aims to provide applicants with a more efficient solution for regulated product applications. This will be done by improving the process, particularly the management of the application lifecycle and digital dossiers as well as support to the risk assessors and integration with the scientific data warehouse of EFSA.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
10% reduction of average time for processing an application Digital dossier management solution and pilot of the regulated product workflow	Automation of regulated product workflows for a first set of areas	Automation of regulated product workflows for the remaining set of areas	Support to risk assessment process and connection to scientific data warehouse completed

EFSA JOURNAL REDESIGN

The EFSA Journal provides open access to EFSA’s risk assessments and scientific outputs within a framework that is meaningful for its scientific experts and staff, and that ensures effective dissemination. The aim of the project is to partner with a professional publisher to improve the editorial quality and accessibility of the scientific outputs and increase the reach and visibility of the EFSA Journal content.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Indexing of EFSA Journal in key bibliographic databases enhanced New editorial workflow embedded into scientific unit workflows Migration and conversion of EFSA outputs to the new publisher platform	Application for inclusion of EFSA Journal in Medline/PubMed	Integration with data DOI (Digital Object Identifier) and Open SCAIE	Update EFSA Journal platform in line with the needs of strengthened transparency/engagement measures. Implement a strengthened peer review system.

ONLINE PRESENCE DEVELOPMENT

EFSA will improve accessibility to data and information and the clarity of risk communication by means of a website content redesign meeting target audience needs and integrating social media channels.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Increase use, reach and satisfaction (baseline to be set) Feasibility study on collaboration solutions	10% increase of use, reach and satisfaction Projects following feasibility study	Projects following feasibility study	Projects following feasibility study

2.2 Widen EFSA’s evidence base and optimise access to its data

In the area of data collection and evidence management, EFSA will focus on the improvement of quality of the EFSA evidence base via the provision of: i) direct access in open data formats; ii) wider evidence base; iii) data amenable to re-use, enabling transparency and engagement, fostering innovation and efficiency in the data collection and management process.

Cooperation with reporting Member States is crucial in producing factual, scientific annual data collection reports. Included are reports on zoonotic agents; transmissible spongiform encephalopathies (TSE), which is a new activity; food borne diseases; antimicrobial resistance; pesticides; veterinary drug residues; but also on chemical occurrence, food consumption, and chemical hazards. EFSA will also deal with ‘ad hoc’ reports to support exposure assessment and risk assessment across EFSA.

On-going, key multi-annual organisational development projects contributing to this strategic objective are outlined below.

EFSA INFORMATION GOVERNANCE

The Information Governance Project (part of the Information Management Programme) aims to set up organisation-wide information governance by defining roles, responsibilities, authorities and accountabilities for the complete information lifecycle, assign roles to individuals and set up the process for executive oversight. It includes the processes, roles and policies, standards and metrics that ensure the effective and efficient use of information in enabling the organisation to achieve its goals.

With regard to data interoperability, EFSA envisages to further facilitate data exchange. EFSA envisages to participate in data exchange and openness networking groups, and to establish networks with main data providers. This would serve to gradually increase interoperability in existing and new areas in line with internationally accepted quality standards.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
<p>Interoperability with major data collections in EFSA’s remit</p> <p>EFSA adopts information architecture in line with ISA2 Standards (EIRA)</p> <p>Interoperability infrastructure in place, including S.O.A. (service oriented applications) and Enterprise Service Bus</p> <p>New identity repository in place for users and user groups authentication, including extended security life cycle</p> <p>Chemical hazard database metadata published in the EU Open Data Portal (as a pilot)</p> <p>Generation of DATA DOI (Digital Object Identifier) process discussed and drafted in collaboration with OP</p>	<p>Identification and authorisation management in place. Full user and user groups management in place</p> <p>Corporate information governance established and embedded in EFSA governance</p> <p>First EFSA data collections metadata published in EU Open Data Portal in accordance with the EFSA data warehouse access rules</p> <p>DATA DOI (Digital Object Identifier) pilot concluded</p>	<p>Remaining EFSA data collections metadata published in EU Open Data Portal in accordance with EFSA data warehouse access rules</p> <p>DATA DOI (Digital Object Identifier) generation operational</p>	<p>Gradually increase interoperability in existing and new areas in line with internationally accepted quality standards.</p>

SCIENTIFIC DATA WAREHOUSE (DW) AND OPEN DATA INITIATIVE

The aim of the project (part of the Information Programme) is to create a pan-European data hub for data collection, access and analysis, serving EU Member States and scientific experts who require improved access to information systems and data to enable their work in the panels. The project was expanded in 2014 to include molecular typing data for isolates from food, feed, animals and environmental samples. The project will eventually expand to include interactive engagement with open data standards. The improvement of on-line access to validated scientific data providing support for their (re-)use and a pilot of structuring new scientific data types are also envisioned in this area.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
<p>Scientific DW finalised and integrated in the EFSA website (chemical hazard DW including pesticides and contaminants; food composition DW operational; ad-hoc data collections DW operational; molecular typing DW operational)</p> <p>Molecular typing data collection operational and joint analysis with ECDC in place</p> <p>Veterinary drug residues DW operational</p> <p>Chemical monitoring data published in the IPCHEM platform in accordance with the EFSA DW access rules</p>	<p>Open data framework defined</p>	<p>EU open data portal</p> <p>Data Digital Object Identifier available and linked to the EFSA Journal outputs</p>	<p>Populate DW with data from application dossiers.</p>

OPEN ADVANCED SCIENTIFIC INFORMATION AND EVIDENCE HUB – OPEN SCAIE

The project (part of the Information Programme) will provide access to the scientific information needed for evidence-based risk assessment, such as peer and non-peer reviewed documents, mathematical models and data. Such access will improve the efficiency of the risk assessment process for the community of experts.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
<p>Repository for peer and non-peer reviewed documents developed</p>	<p>Portal and advanced search functionalities developed</p>	<p>Gradually populate the virtual library with literature (peer reviewed and grey, including from EFSA and Member State reports)</p>	<p>Gradually populate the virtual library with literature (peer reviewed and grey, including from EFSA and Member State reports)</p>

2.3 Build the EU’s scientific assessment capacity and knowledge community

In the area of cooperation and expertise management, EFSA focuses on close cooperation among EFSA, Member States and international partners to strengthen capacity building and sharing, foster the EU and international risk assessment community, and optimise EFSA's workforce model to increase efficiency, effectiveness and reduce divergences in EU and global risk assessment, thereby increasing trust in the EU food safety system.

Each year EFSA relies on more than 1 500 scientific experts for the development of its scientific

advice. To maintain and regenerate this pool of experts, EFSA must invest in cultivating knowledge and expertise in the European risk assessment community. This cooperation activity supports the building of an EU risk assessment agenda with institutional partners, in particular Member States.

Activities are guided by a scientific cooperation roadmap developed in 2014 leading the way to a common EU risk assessment agenda to improve the use of Europe-wide capacities, the efficient spending of limited resources and more coherent communications. Adoption of the EU risk assessment agenda provides a new *modus operandi* for the Advisory Forum to agree on common priorities for cooperation with other Member States. Identified priorities will be followed up by joint projects potentially supported by grants from EFSA or resources identified through other European funding schemes.

To ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation, EFSA works with other EU institutions, agencies and international bodies with a risk assessment mandate.

On the international level, EFSA will continue to prioritise multi-lateral cooperation and increasingly liaise with international agencies, promoting harmonisation of methodologies and tools, and development of guidance. Important progress in stimulating coherence with EU and international partners in risk communications is expected through the creation of an international platform on risk communication. EFSA will also continue to advise international partners on the establishment of regional risk assessment structures in other regions of the world, such as in Southeast Asia (ASEAN), Africa, the Gulf Countries, South and Latin America. The overall aim is to promote a coherent voice and to align priorities by furthering the existing cooperation with 11 risk assessment bodies outside the EU, 15 new third countries, notably in South America, Africa, and China, and five international organisations. Highlights in the area of international collaboration will include harmonised data collection on the geographic distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean Basin, and the planned harmonised surveillance of disease in wildlife populations.

At EU level, activities aimed to strengthen capacity building and work sharing for the coming years include the review and strengthening of the role of the Article 36 network to implement common research priorities and the development of a strategic approach on EFSA's cooperation. Within the context of the latter, innovative partnership schemes in the grants and procurements area will be further explored.

Fostering the growth of the risk assessment community encompasses efforts to create talent pools and communities of knowledge. EFSA's virtual academy and a coordinated framework for learning and development will identify and explore medium and long-term opportunities for more effective and efficient operating models. Such models will increase the risk assessment capacity, including feasibility studies, piloting and implementation of crowdsourcing and cognitive computing solutions in specific areas of EFSA's work.

The on-going talent management initiative is a key multi-annual organisational development project contributing to this strategic objective.

TALENT MANAGEMENT AND EXPERTISE PROGRAMME

EFSA is taking a strategic approach to its workforce requirements with an emphasis on attracting, developing and rewarding staff and scientific experts. To achieve this, an expertise management programme has been established, including the talent management project. The project scope includes the revision of the staff and expert life cycle to bring it in line with good practice, supported by best-of-breed technology. The aim is to reinforce the perception of EFSA as an attractive work place and thus improve the quantity and quality of prospective staff and experts. In part, the project also improves the usability and integration of the various information

technology solutions used by scientific experts in their work with EFSA.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Time to hire reduced by 10%	Time to hire reduced by 20%	Ratio between e-learning and classroom trainings increased to 50/50	TBD
Cost to hire reduced by 10%	Cost to hire reduced by 20%	Paper for statutory rights and obligations processes reduced by 80% (subject to provision to EFSA of rights in SYSPER II)	
Expert engagement ratio of 70%	Staff engagement ratio of 75%	Processing time for statutory rights and obligations reduced by 50%	
Expertise programme TBD	Expertise programme TBD	Expertise programme TBD	

2.4 Prepare for future risk assessment challenges

The section of preparedness and methodological development of the portfolio focuses on the anticipation of risk assessment priorities and related methodologies and evidence needs to ensure EFSA is prepared for present and new challenges in a dynamic food safety system. Through innovation, EFSA's scientific assessments remain relevant, while harmonising methodologies across Europe and internationally to improve food safety, promote trust and reduce divergence.

Over the period 2016-2019, work in the area of animal health and welfare will focus on the risk profiling of the introduction and spread of vector-borne diseases and animal welfare indicators for farmed animals. Newly identified risks and outbreak preparedness, e.g. in the case of *Xylella fastidiosa*, will be the focus in the area of plant health. In the biological hazards area work will focus on the application of new methodologies (whole genome sequencing) for risk assessment and on antimicrobial resistance (AMR). In the area of AMR, work will be done in cooperation with EMA and ECDC on: the assessment of the food chain contribution to public health risks arising from AMR in biological hazards and identification of control options; harmonization of monitoring and reporting of AMR in veterinary and zoonotic pathogens; integrated analysis of antimicrobial consumption and AMR along the food chain.

Continuing its work on preparedness for crisis, EFSA will run a training programme on crisis preparedness involving EFSA staff, Member States, the EC, European agencies and international organisations.

EFSA's Scientific Committee will continue its work on the development and harmonisation of cross-cutting guidance and methodologies, while continuously supporting the European Commission and Member States through scientific advice. This work will include guidance on the use of a weight-of-evidence approach for risk assessment (expected in 2017), the integration of biological relevance for toxicological risk assessment (expected in 2016), harmonised methodologies for the characterisation of uncertainties (expected in 2016) and environmental risk assessment (envisioning phase).

Another important initiative is the development of methodologies for the identification of emerging risks and emerging science. The development of methodologies enabling backward and forward traceability of foods following a food-borne outbreak will be the focus in 2016–2019. EFSA has also put in place a project dedicated to developing a multi-disciplinary approach to the risk assessment of honeybees.

EFSA's scientific panels will continue to develop and update guidance for applicants in the area of regulated products. This work will help provide the basis for harmonised, reproducible risk

assessments and make the pre-authorisation process more efficient. Risk assessment of GMOs will increasingly involve evaluation of all hypothetically possible sub-combinations of multiple-stack events. This requires the development of risk assessment strategies. In addition, guidelines for the risk assessment of GMOs at low-level presence will be developed.

A continuous effort to further strengthen horizontal processes and tools for emerging risk identification and crisis preparedness is envisioned to be translated into future projects, such as web-based monitoring, risk profiling, horizon scanning; processes and tools in plant health; vector-borne (wild) animal diseases; trace-back, trace-forward methodologies and tools; set-up and implementation of a new multi-annual training programme (2016-2020). The new approaches in chemical risk assessment and the development of a holistic and integrated, pan-EU approach in environmental risk assessment are areas where further work is envisaged.

Pilot studies are envisaged and gradually integrated into EFSA methods and guidance in areas such as: endocrine disruptors; epigenetics; chemical mixtures; nanotechnology; read-across; human variability (genetics, gut microbiota); human biomonitoring; developmental neurotoxicity testing strategy; and optimising control experiments. They will also address issues identified by Member States via their respective scientific networks. Scientific advice in the above areas will continue to be provided in the form of rapid risk assessments during emergencies in cooperation with ECDC when appropriate.

EFSA also envisages the development of a web-based platform, both to host methodologies and tools used on its website and to link to methods and tools developed by other scientific bodies in cooperation with Member States and international partners.

The Prometheus project is the on-going, key multi-annual organisational development project contributing to this strategic objective.

PROMETHEUS PROJECT AND METHOD PROGRAMME

The Prometheus project (Promoting Methods for Evidence Use in Science) aims to define principles, processes and methods for the use of evidence in scientific assessment. The project will critically evaluate available methods to fulfill these principles (e.g. collecting, validating and integrating evidence, ensuring transparency and data accessibility) and will identify the need for EFSA to define or refine specific methodologies.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Gap analysis completed for both regulated and non-regulated products (as-is) (Prometheus)			
TBD (method programme)	TBD (method programme)	TBD (method programme)	TBD (method programme)

2.5 Create an environment and culture that reflects EFSA’s values

The section of governance, management, support services and coordination of the portfolio focuses on assuring that EFSA has established an efficient, transparent and responsive environment and culture. This will ensure that EFSA’s strategic plan will be executed effectively and coherently. EFSA will comply with the highest standards of performance and integrity, and will enable collaboration and innovation. By optimising human, technical and financial resources, EFSA will ensure its efficiency, compliance and overall accountability.

EFSA will implement the centralisation of the screening of declarations of interest by the end of

2016 (a pilot is currently being implemented).

The support services will evolve to focus on internal customer needs, market standards and the definition of service level agreements. EFSA’s human resources service aims to complete its transition to a three-legged organisational model (centre of expertise/ transaction services/ business partnership) by the end of 2017. The finance services will focus on transitioning from centralisation to a shared services model.

The majority of IT resources will be dedicated to support the strategic projects planned under the other strategic objectives for the period. IT is focused on improving business alignment. Its multi-annual improvement programme will raise the quality of project and service delivery to best-in-class benchmarks, improving its outsourced supply chain and modernising IT infrastructure while containing or reducing the unit cost of services.

A continuous investment in people and organisational performance and capabilities is envisioned to integrate top-class leadership and managerial standards into management policies, processes and tools over the coming years. The development of processes and tools to support effective day-to-day reputation management activities will establish and integrate reputation management in the culture of EFSA. With the full implementation of a talent attraction, management and retention strategy, including efficient performance measurement and recognition systems, EFSA envisages to introduce innovative approaches to promotion and maintain a reward culture for EFSA staff for the coming years.

In order to develop the organisation and process environment, targeted projects on the surveillance of corporate and regulatory compliance and streamlined management of competing interests, a new policy and implementing rules in line with openness measures are envisioned, which will aim at integrating and reviewing EFSA’s Governance, Objectivity and Accountability Policy. Full establishment of corporate business control functions and the streamlining of EFSA’s controlling initiatives (CBC, risk management, internal control, quality management) will support continuous improvement. Programming instruments and future process improvements will be aligned with the EFSA Strategy 2020 in a results-based approach (at organisational and individual level). Optimisation or re-engineering of key processes (correspondence management, meeting organisation, staff missions and catering services) is also envisioned.

The on-going key multi-annual organisational development projects contributing to this strategic objective are outlined below.

STEP 2018

This project has already improved efficiency and compliance in transactional processing through centralisation. The project continues in 2016-17 in order to implement sourcing, strategy building, planning, analysis, monitoring and reporting.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
New strategic planning and controlling function operational 75% of staff dedicated to operational activities	Ex-post evaluation completed 75% of staff dedicated to operational activities	Finished	Finished

QUALITY CERTIFICATION

Quality certification aims to achieve compliance of EFSA’s quality management system with the international standard ISO 9001 for all of EFSA. This certification, benchmarked with other

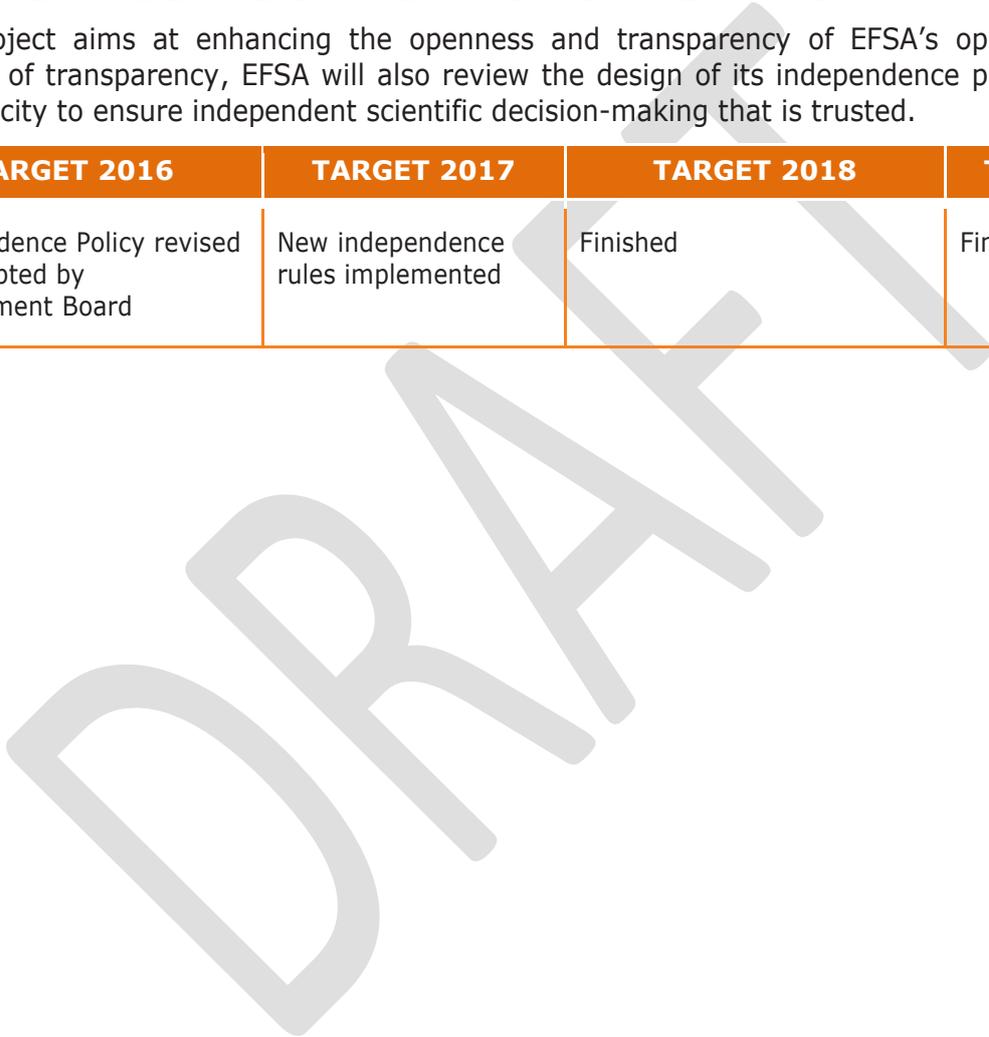
regulatory institutions and European agencies, provides improved auditability and assures stakeholders of the predictability and fitness for purpose of EFSA’s services. In November 2015, an independent assessment of the existing Quality Management System was carried out. The assessment report is being considered to fine-tune the plan for obtaining the ISO 9001 certification.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
ISO 9001 compliance for enabling activities	EFSA is ISO 9001 certified	Finished	Finished

TRANSPARENCY AND ENGAGEMENT IN RISK ASSESSMENT – TERA PROJECT

The project aims at enhancing the openness and transparency of EFSA’s operations. In the context of transparency, EFSA will also review the design of its independence policy to promote its capacity to ensure independent scientific decision-making that is trusted.

TARGET 2016	TARGET 2017	TARGET 2018	TARGET 2019
Independence Policy revised and adopted by Management Board	New independence rules implemented	Finished	Finished



3. Human and financial resource outlook for the years 2016-2019

The EU multi-annual financial framework for 2014–2020 translates the political priorities of the EU into financial reality. For EFSA – considered as a ‘cruising speed’ agency – this entails a reduction of 2% per year of posts as per establishment plan over the period under consideration, meaning a reduction of seven posts per year until 2017 and four posts in 2018. The EFSA budget will remain stable at around €79.6 million over the period under review.

The resource allocation for the period 2016–2019 reflects the following main drivers:

- Reduction of establishment plan as per multi-annual financial framework.
- A most likely stable EFSA budget (with a stable personnel budget as rising salaries compensate the reductions in the establishment plan).
- Stable year-on-year investment in organisational development projects and self-task activities to support the strategy implementation plan.
- Reallocation of efficiency gains generated in the area of governance, support and coordination (from: reorganisation of activities in the area of planning & monitoring and finance; and centralisation of travel arrangements for experts) to EFSA’s operational activities (Activities 1 to 4). Gains generated in the operational activities are reinvested in the same area (from: information access management, scientific data warehouse).
- Maintenance of relative stability of resources allocated to Activity 1 in 2016 and in the following years, as the number of mandates in the area of provision of scientific advice and risk assessment approaches is expected to remain relatively stable over the years at an average of approximately 70 mandates per year.
- The workload in the area of evaluation of regulated products has increased over time, in particular between the years 2008 and 2010. This generated a large backlog of evaluations, which is progressively being reabsorbed through re-prioritisation of activities and the provision⁵ of additional resources to the area of regulated products.

3.1 Resource programming for the years 2016-2019

3.1.1 Financial resources

The figure below shows the forecast distribution of the financial resources by activity in the period 2016-2019.

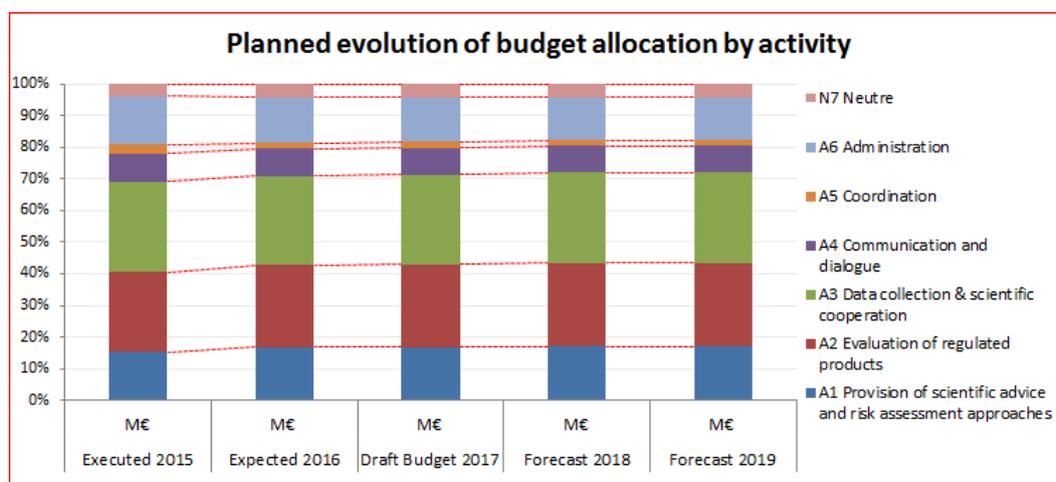


Figure 1. Financial resources by activity in the period 2016-2019

⁵ Ten additional short-term contract agents were requested in 2015. The deployment of this additional workforce capacity has started in the fourth quarter of 2015 and will be finalised in 2016.

3.1.2 Human resources

Figure 2 shows the forecast allocation of human resources by activity in the period 2016-2019.

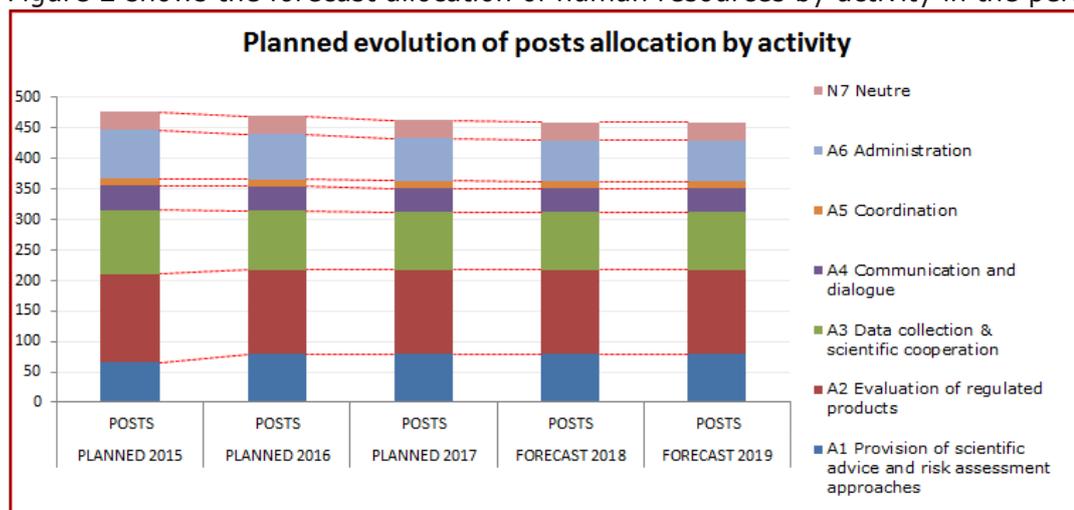


Figure 2. Human resources by activity in the period 2016-2019

The following table gives an overview of human resources by category in the period 2016-2019.

Table 1: Human resource overview

Human resources	2015	2016	2017	2018	2019
	Authorised under the EU Budget	Budget request	Draft budget request	Draft budget request	Draft budget request
Establishment plan posts: AD	234	230	227	226	226
Establishment plan posts: AST	103	100	96	93	93
Establishment plan posts: AST/SC	0	0	0	0	0
Total establishment plan posts	337	330	323	319	319
Contract agents	120	125	125	125	125
Seconded national experts	20	15	15	15	15
TOTAL STAFF	477	470	463	459	459

Section III. Work programme year 2016

1. Executive summary

2. Activities

2.1. Activity 1: Provision of scientific advice and risk assessment approaches

EFSA's Scientific Committee will finalise guidance on the expression of uncertainty in risk assessment, and will continue to develop guidance on: weight of evidence and biological relevance; harmonising human dietary and non-dietary exposure assessment; assessing combined exposure to chemical hazards; and methodological issues in equivalence trials.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will continue working on mandates in the areas of: food hygiene, such as on food irradiation and food-borne zoonoses; Transmissible Spongiform Encephalopathies/Bovine Spongiform Encephalopathy (BSE) and antimicrobial resistance (AMR); and revision of the quantitative risk assessment of BSE by processed animal proteins. It will further develop multisectoral opinions on AMR in collaboration with other Panels (FEEDAP, AHAW, CONTAM) and other EU agencies (EMA).

In the area of food hygiene, the BIOCONTAM Unit and BIOHAZ Panel will provide generic scientific opinions on the hazard analysis with Hazard Analysis and Critical Control Points (HACCP) in small retail enterprises. Self-task mandate of the BIOHAZ Panel will provide advice in the areas of *Listeria monocytogenes*, microbiological criteria and food borne viruses such as hepatitis E (HEV) and norovirus.

The CONTAM Panel, supported by the BIOCONTAM Unit, will issue opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed (dioxins, perfluoroalkylated substances, chlorinated paraffins). The Panel will provide outputs on detoxification of contaminants in feed, mycotoxins and natural toxins in food and feed, pharmacologically active substances in food of animal origin and process contaminants (for example, furans).

The PLH Panel, supported by the ALPHA Unit, will provide peer review of pest risk assessments and other justification documents prepared by third parties in EU Member States. It will further provide risk assessment on *Xylella fastidiosa*, including biology, epidemiology, and identification of knowledge gaps and research priorities. Continuing the implementation of the 2014 work plan, the panel and unit will provide risk assessment of seven plant pests and review literature on citrus black spot.

Requests from the Commission related to the categorisation and prioritisation of animal diseases in the context of the new animal health law are expected in 2016. The AHAW Panel, supported by the ALPHA Unit, will provide output on animal welfare at the time of slaughter, and review scientific updates on the main stunning methods. The panel will further provide output on diseases depending on the disease context and disease categorization in the context of the Animal Health Law. The unit will also continue support related to outbreaks of African Swine Fever.

The NDA Panel, with support of the Nutrition Unit will finalise the scientific advice on dietary

reference values for minerals and vitamins and guidance for claims and novel foods.

A reduction of the number of outputs adopted by the NDA Panel is expected in 2016 with the conclusion of the work on dietary reference values. The NDA Panel will provide general advice related to dietetic products, such as baby foods.

The SCER Unit, while continuing work on emerging risks and crisis preparedness, will maintain its focus on the multi-functional bee health project. It will further deliver guidance on biodiversity and ecosystem services, defining protection goals for EFSA environmental risk assessment.

Additional guidance documents of the unit include those on use of the benchmark dose approach in risk assessment, on exposure to chemical mixtures, and guidance on uncertainty. It will further provide exploratory work in the area of epigenetics.

The AMU Unit will continue development and innovation in methodology, including a strong focus on the PROMETHEUS project described in the multi-annual programme. Additional support to scientific risk assessment will be provided by AMU through algorithmic tools and methodological approaches to Expert Knowledge Elicitation (EKE), Traceability and Machine Learning amongst others.

To better monitor the delivery of its work programme EFSA has established targets for the number of scientific outputs to be adopted (scientific opinions of Scientific Committee/Scientific Panel and other scientific outputs of EFSA) and also for the number of technical reports to be finalised.

Table 1: Key performance indicators for Activity 1

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Ensure effective delivery of work programme	Number of scientific outputs adopted ^(a)	104	86	49
	Number of technical reports finalised ^(b)	-	-	22
Improve the timeliness of scientific advice ^(c)	Proportion of scientific outputs/questions ^(a) adopted within deadline	98%	100%	100%
Ensure full compliance with EFSA's Policy on Independence ^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 1 committed/paid at year end	100%	100%	100%
		92.4%	90%	90%

(a) The number of questions and the number of outputs in Activity one is usually the same.

(b) Technical reports were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(c) Following the centralisation of part of the output editing activities and the externalisation to an external contractor of an additional support to the scientific units for the editing of the scientific outputs together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA Activities. Adoption timeliness is calculated excluding initial backlog.

(d) In 2014 the indicator was common to activities 1, 2 and 3 and is available in the AAR 2014.

Table 2: Resource allocation for Activity 1

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	MC	FTE ^(a)	MC	FTE ^{(a)(b)}	MC	FTE ^(a)
A1 Provision of scientific advice and risk assessment approaches	13.49	80	11.86	62	13.3	75
% Total EFSA	17	18	15	14	17	17

(a) Actual available FTE.

(b) The reduced direct allocation of human resources to Activity 1 results from the reallocation to Activity 3 of projects and processes in the area of data collection.

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix C – Table 18 for the complete list of process/project under Activity 1.

2.2. Activity 2: Scientific evaluation of regulated products

During 2016, and in anticipation of the MATRIX project described in the multi-annual programme, the APDESK Unit will facilitate electronic submission and large document exchange with applicants and Member States through temporary electronic solutions and procedure improvements. The unit will continue to roll out webinars on regulated product processes. It will also run customer satisfaction surveys necessary for the improvement of EFSA services, such as the identification of targeted actions for small and medium enterprise applicants.

The CEF Panel, supported by the FIP Unit, will work on the evaluation of food enzymes in line with its guidance which will be updated for exposure assessment methodology and in accordance with the multi-annual work programme to be agreed with the European Commission in 2016. It will also work on the remaining food flavourings present in the Union list, for which additional data has been requested, and will assess new applications for flavouring substances not in the list. In the area of additives and monomers for plastic materials and articles in contact with food, along with the relatively stable annual number of dossiers, some additional applications for the use of substances in nano form can be expected. New applications for active intelligent packaging may be received in 2016. The revised guidance on food contact materials is expected to be finalised by the end of 2016. With the aim to ensure that the CEF Panel and its working group will be fully prepared to engage in a re-evaluation of the safety for consumers of Bisphenol A (BPA) when the 2-year on-going National Toxicology Programme (NTP) study report becomes available in 2017-2018, the FIP Unit will start to perform preparatory work.

The FEEDAP Panel, supported by will the FEED Unit, will significantly reduce the number of on-going dossiers on the re-evaluation of existing feed additives programme and will work on the assessment of new feed additives, new uses of existing feed additives and modification of existing authorisations.

The FEED Unit will also significantly reduce the number of on-going dossiers already submitted. It should be noted, however, that EFSA expects to receive the first dossiers for the decennial authorisations renewal process in 2016. A multi-annual plan for the revision of all guidance documents used in the feed additives area will be undertaken as of 2016 and likely be finalized by end 2017.

The ANS Panel, supported by the FIP Unit, will continue with the re-evaluation programme of food additives, in particular focusing on the evaluation of gums and starches. The Panel will continue the assessment of new food additives, as well as the extension of use or change in specifications of already authorized food additives. The Authority expects that new guidance on nutrient sources will be adopted by the ANS Panel in 2016. The unit will continue to perform preparatory work and launch calls for data for food additives in infant formulae, dietary foods for infants for special medical purposes and special formulae for infants and food additives for use in food supplements for infants and young children.

The work programme of the GMO unit for 2016 includes the evaluation of applications for the use of genetically modified organisms in food and feed as well as their use for cultivation. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago.

An area of focus for the GMO Unit is the guidance on allergenicity assessment of genetically modified plants, which will include a dedicated stakeholder workshop, and guidance on low level presence of GMOs.

The NUTRI Unit will support the NDA Panel to update guidance documents related to health claim applications. Panel and unit will continue work to evaluate health claim applications and finalise the scientific advice on dietary reference values. The unit will also continue safety evaluation of novel food applications, and finalise the guidance documents for novel food applications and for notifications on traditional foods from third countries under the revised Novel Foods Regulation.

The PPR Panel and the PRAS Unit will continue with the third renewal group (AIR-III) of active substances for the EFSA peer-review, and complete several public consultations on PPR scientific opinions and guidance documents. The unit will further follow up on the EFSA/WHO/FAO workshop on consumers' acute exposure assessment for pesticides residues. It will start the creation of a database summarising the list of endpoints of active pesticides substances assessed by EFSA, which will, in the future, be linked with EFSA's data warehouse.

In the PRAS Unit, the reduction of the backlog of MRL reviews will continue in line with the implementation plan. To this end, additional staff will be deployed in 2016 to support the unit. The current article 12 backlog (review of MRLs of all active substances) will be reduced by 15 % and for article 10 MRLs (setting of a new MRL or modification of an existing MRL) EFSA will meet the legal deadlines.

The yearly summary reports on pesticides residue analysis will be published on time. EFSA's approach to increase openness will be implemented in the MRL area with the publication of Member States' evaluation reports. Regarding the peer-review activities, 2016 will be a key year with EFSA's evaluation of the third list of renewals of active pesticide substances. In February 2016, the Authority will receive the data it procured on systemic pesticides (neonics) and will work on updating the bee guidance documents.

The BIOHAZ Panel is expected to receive requests for the evaluation of application dossiers on alternative methods for processing animal by-products as well as on the safety and efficacy of treatments to remove microbial surface contamination from foods of animal origin.

The ALPHA, DATA and AMU Units will provide cross-departmental support for the scientific evaluation of regulated products such as the review of plant health claims related to pesticides applications (ALPHA-PLH), the technical support to article 31 requests related to regulated products (AMU), and the assessment of the cumulative dietary exposure to pesticide residues (DATA).

Table 3: Key performance indicators for Activity 2

OBJECTIVE	INDICATORS	ACHIEVED 2014	PLAN 2015	PLAN 2016
Ensure effective delivery of work programme	Number of scientific outputs adopted	340	304	265
	Number of technical reports finalised ^(a)	-	-	47
	Number of closed scientific questions ^(b)			413
	Reduction of the backlog of MRLs reasoned opinions (backlog elimination by end 2019)	288	274	237
Improve the timeliness of scientific advice^(c)	Proportion of scientific outputs adopted within deadline ^(b)	58% (77%)	90%	90%
	Proportion of scientific questions adopted within deadline ^(b)			90%
Ensure full compliance with EFSA's Policy on Independence^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 2 committed/paid at year end	99.7%	100%	100%
		91.8%	90%	90%

- (a) Technical reports (report that EFSA can issue at the request of the Commission, on its own initiative or as foreseen in relevant sectorial legislation) are, as a general rule, prepared by an EFSA working group and/or by EFSA scientific staff and were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different Activities (1, 2 and 3).
- (b) Scientific questions are the specific questions that are contained in the official requests received from EC or MS (a request can contain many questions). Scientific outputs can answer one or more scientific questions.
- (c) Excluding questions already overdue at the beginning of the year.
- (d) Following the centralisation of part of the output editing activities and the externalisation to an external contractor of an additional support to the scientific units for the editing of the scientific outputs together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA activities.
- (e) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

Table 4: Resource allocation for Activity 2

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	MC	FTE ^(a)	MC	FTE ^{(a) (b)}	MC	FTE ^(a)
A2 Evaluation of regulated products approaches	19.45	129	20.22	135	20.57	131
% Total EFSA	24	29	25	30	26	29

- (a) Actual available FTE.
- (b) The increased direct allocation of human resources to activity 2 for 2015 and 2016 is part of EFSA's efforts to reduce the existing backlog of open questions.
- (c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix C – Table 19 for the complete list of process/project under Activity 2.

2.3. Activity 3: Data collection, scientific cooperation and networking

The year 2016 is a milestone year in the delivery of new capabilities for data collection and scientific collaboration. The Scientific Data Warehouse Project will complete its objective of delivering a single data hub and reporting facility for public access to European data, including zoonoses, pesticide residues, contaminants and food composition. The Molecular Typing Project, in collaboration with the ECDC, will extend the data collection and reporting capability to genotyping approaches to data collection and related studies. Furthermore, the Standard Sample Description 2.0 pilot with Member States will be in its second year and will provide input for the parallel pilot study to test the electronic data transmission of the new sample-based data collection of annual veterinary drug residues. The last phase of the EU Menu project will incorporate food consumption data collected from remaining countries. Finally, EU Summary

Reports on zoonoses and food-borne outbreaks and on antimicrobial resistance will be produced jointly by the ECDC. A new report on the results of the monitoring of veterinary drug residues in food of animal origin in Member States will also be produced.

The year 2016 will also see the start of the Open Advanced Scientific Information and Evidence Hub Project (OPEN ScaIE) with the objective to develop search and access tools for peer-reviewed scientific literature.

The AHAW Panel, supported by the ALPHA Unit will cooperate with the Baltic States and Poland on African Swine Fever.

ALPHA will also support the PLH panel to develop an EU database of apple fruit pests and diseases, and complete a pilot project to support free trade agreements. Other highlights include media monitoring of plant health emerging risks in the MedSys platform developed by the JRC.

The DATA Unit will support the food classification and description system (FOODEX2) implementation, and provide scientific reports on non-dietary exposure (mapping out different approaches used to estimate non-dietary exposure to chemical substances in consumers). Additionally, the unit will set up a new data collection on TSE (transmissible spongiform encephalopathy) zoonosis.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will complete several on-going procurement activities in the area of *Listeria monocytogenes* and drive thematic grants in the area of whole genome sequencing (WGS). Additionally the BIOCONTAM Unit will deliver BIOHAZ reports, notably the annual Joint EU Summary Scientific Reports of EFSA and ECDC on: trends and sources of zoonoses, zoonotic agents, and food-borne outbreaks; on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals in food (AMR) as well as the Annual report on TSE's. Other joint ECDC-EFSA technical reports includes a report on Rapid Assessment Outbreaks (ROAs)

The BIOCONTAM Unit will deliver the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products. It will also produce a study on combined bioaccumulation/toxicity on a broad mixture of mineral oil saturated hydrocarbons, as well as the occurrence in foods of tropane alkaloids, citrinin, beauvericin and enniatins.

In the area of emerging risks, data collection activities will continue on chemical mixtures, cyanobacteria toxins in food, and the identification of chemical substances of concern in the food chain using data from the REACH database. The Authority will also continue to manage outsourced projects on toxicity exposure to multiple chemicals in bees and on integrating toxicokinetics in chemical risk assessment. It will also conclude a grant-funded literature review on non-monotonic dose.

During 2016, EFSA will continue implementing its Scientific Cooperation Roadmap 2014–2016, exploring the use of additional grant schemes to stimulate projects between Member States to support fellowships, and will expand the use of thematic grants. To further strengthen partnerships, the Executive Director initiated visits to all EU Member States over a 3 year period. During these visits joint projects are agreed that allow Member States to take the lead on one or more priority topics with the support of EFSA, often in cooperation with other Member States. New training opportunities are materialising, most notably a new Fellowship programme with national food agencies to attract young scientists to the area of food risk assessment. The Advisory Forum (AF) operations have been reviewed through an on-line survey followed by in-depth interviews and breakout sessions at AF meetings. Recommendations from this review will be implemented to strengthen the strategic role of the AF in steering the EU Risk Assessment Agenda.

Table 5: Key performance indicators for Activity 3

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Ensure effective delivery of work programme	Number of scientific outputs/questions ^(a) adopted	13 ^(b)	2	6
	Number of technical reports finalised ^(c)	70	93	13
	Number of other publications (external scientific reports and event reports)	89	63	45
Improve the timeliness of scientific advice	Proportion of scientific outputs adopted within deadline ^(d)	85%	100%	100%
Ensure full compliance with EFSA's Policy on Independence ^(e)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 3 committed/paid at year end	-	100% 90%	100% 90%
Effective execution of grants and procurement programme	Proportion of original grants and procurement budget for Activity 3 committed/paid at year end	99.9%	100%	100%
		95.4%	100%	100%

(a) The number of questions and the number of outputs in Activity 3 is usually the same.

(b) Following EFSA's project approach intermediate reports formerly counted as distinct outputs under Activity 3 are now integrated into outputs of Activities 1 and 2.

(c) In 2015 event and technical reports linked to scientific cooperation activities and network annual reports were reported together. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(d) Excluding questions already overdue at the beginning of the year.

(e) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

Table 6: Resource allocation for Activity 3

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	M€	FTE ^(a)	M€	FTE ^{(a)(b)}	M€	FTE ^(a)
A3 Data collection & scientific cooperation	24.6	85	22.62	98	22.54	92
% Total EFSA	31	19	29	22	29	21

(a) Actual available FTE.

(b) The increased direct allocation of human resources to Activity 3 results from the reallocation of projects and processes in the area of data collection from Activity 1.

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix C – Table 20 for the complete list of process/project under Activity 3.

2.4. Activity 4: Communication and dialogue

Efforts will continue in 2016 to improve EFSA's approach to effective risk communications. Chief among these will be the creation of an international platform to discuss and exchange experience in risk communications.

Working in partnership with Member States, EFSA will deliver an expanded edition of the risk communication guidelines as well as a new initiative to develop guidelines on communicating in a crisis. It will also provide guidance on how to communicate on uncertainty as part of the new guidance on uncertainty in risk assessment to be finalised by EFSA's Scientific Committee.

A priority for 2016 will be the development of a project designed to increase EFSA's engagement with external stakeholders. This will focus on ensuring that the channels EFSA uses for engagement are relevant and useful to stakeholders and that relevant stakeholders are able to interact with the Authority depending on their specific interests in its work. As part of this

strategic initiative EFSA will develop a vision and roadmap for the development and use of modern and innovative web technologies and methodologies, including social media, digital mobilisation and online collaboration tools.

The next phase of a multi-year initiative to better understand the needs of EFSA’s audiences will include research into how stakeholders perceive EFSA, with a view to establishing a reputation index for the Authority. Work in this area is designed to support EFSA’s broader efforts related to openness and transparency. EFSA will also explore how best to develop plain language summaries as an effective communication tool for EFSA’s target audiences.

Ever closer relations will be sought with EU institutions (European Commission, European Council and European Parliament) to ensure that they support EFSA when deliberating on budget, discharge and policy/regulatory matters. This is likely to include joint meetings and events with the institutions on relevant corporate or scientific topics. This initiative will be supported by the newly established Brussels Liaison Office. EFSA will also establish more consistent relations with other EU agencies through bilateral contacts and the Network of Agencies.

Table 7: Key performance indicators for Activity 4

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Improve EFSA’s visibility and outreach	Traffic to EFSA’s web content (web metrics)	-	2.4 M	2.7 M
	Total number of subscribers to online subscription products (newsletter and alerts)	33,947	35,000	36,000
	Impact score of articles dedicated to EFSA ^(a)	-	5	5
Improve EFSA’s social media reach	Increase followers from social media platforms where EFSA is active (Twitter, Linked In, YouTube)	-	(Establish baseline figure: total SM followers as of 10/15 = 25,211)	Baseline +10%
	Traffic to EFSA web content from social media	-	3%	2% of traffic from SM. (baseline +0.24%)
Improve the timeliness	Proportion of press releases/web news items accompanying scientific outputs delivered within 20 working days of adoption	95%	85%	95%
Improve coherence and preparedness for Risk and Crisis Communications	Produce crisis communication guidelines in 2016	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 4 committed/paid at year end	99.2% 84.5%	100% 90%	100% 90%

(a) In 2014 EFSA developed an in-house methodology for media analysis. The approach is based on a system which multiplies the ‘weight’ of the media mentioning EFSA with the favourability of the article in question to give an impact score. Media are weighted depending on the type of publication (e.g. national daily, regional broadcast etc.) and also by country. The favourability of an article is determined using a scale which accounts for information such as balance in the article, third party endorsement, severity of criticism etc. The impact score can range from -100 (reflecting extremely negative media) to +100 (reflecting extremely positive media coverage). An average impact score of between 5 and 20 represents reflects a ‘neutral’ coverage.

Table 8: Resource allocation for Activity 4

	EXECUTED 2014		PLAN 2015		PLAN 2016	
	M€	FTE ^(a)	M€	FTE ^(a)	M€	FTE ^(a)
A4 Communication and dialogue	5.4	34	7.49	36	6.74	38
% Total EFSA	7	7	9	8	8	8

(a) Actual available FTE.

2.5 Activity 5, 6, 7: Governance, support and coordination

EFSA's support services will evolve to focus on internal customer needs, good practices and the definition of service level agreements balancing cost and quality *versus* risks and customer satisfaction. All services will be classified as transactional, expert services or strategic services depending on the category of customers.

2.5.1 Transactional services

EFSA will introduce and monitor customer satisfaction, centralise security functions, optimise resources through codification of process flows (inter-service activity) in the organisation of events. A new operating model for human resources shared services will be developed. In line with the plan for increased effectiveness the financial support services will focus on transitioning from a centralised to a shared services model. An increased efficiency through service outsourcing will be supported by the application of electronic procurement. Focus will be put on improving business alignment, raising the quality of project and service delivery to best-in-class benchmarks, improving the outsourced supply chain and modernising IT infrastructure while containing or reducing costs.

2.5.2 Expert services

EFSA will centralise the screening of Declarations of Interest and ensure the implementation of the new Declarations of Interest Policy to be adopted in 2016.

The Talent Management Project will continue to be implemented focusing on: the use of more precise evaluation tools and developing good practices in recruitment; offering training programmes, internal mobility and other career development opportunities; and broadening experience of staff through international exchanges. An equal focus on scientific experts will be further enhanced in 2016, especially in the context of the objectives and programming proposed for the forthcoming 2016-2020 strategy.

The project plan on business continuity will deliver the following: capacity to relocate meetings in case of unavailability of EFSA premises (within the limits defined in the business continuity strategy); reduction of the residual risk of infrastructure failure; increased availability of key staff in case of disruptive event.

2.5.3 Strategic services

Developing human resource expertise services and completing the mapping of critical competencies for EFSA staff and experts will be a priority in 2016. EFSA will develop a predictive modeling of talent sourcing, acquisition, development and retention (Talent Management Project).

The strategic planning, monitoring and reporting functions will be fully centralised in 2016, speeding up these processes and reducing the number of staff involved.

Table 9: Key performance indicators for governance and support activities

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Effective use of EFSA's financial resources	Commitment credits executed	99.7	100%	100%
	Payment credits executed	89.3	90%	90%
	Carry forward of payments to following year	11.4	10%	10%
IT governance	IT governance	67%	89%	89%
	IT execution	71%	73%	75%
	IT satisfaction	67%	73%	77%
Ensure best management of staff	Average statutory staff occupancy rate	-	95%	95%

Table 10: Resource allocation for Activity 5, 6 and 7

	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	M€	FTE ^(a)	M€	FTE ^{(a)(b)}	M€	FTE ^(a)
A5 Coordination	2.2	17	1.83	11	1.53	11
A6 Administration	11.3	73	12.31	75	11.38	70
N7 Neutre	2.9	27	3.24	28	3.33	29
Total support activities	16.4	117	17.39	114	16.24	110
% Total EFSA	21	26	22	26	20	25

(a) Actual available FTE.

3. Resources forecast 2016 per activity pillars

The budget and staff allocations to the different activities are anticipated as follows.

Table 11: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA'S ACTIVITIES	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	13.49	17%	11.86	15%	13.33	17%
A2 Evaluation of regulated products	19.45	24%	20.22	25%	20.57	26%
A3 Data collection & scientific cooperation	24.64	31%	22.62	29%	22.54	29%
A4 Communication and dialogue	5.44	7%	7.49	9%	6.74	8%
Total operational activities	63.02	79%	62.19	78%	63.17	80%
A5 Coordination	2.17	3%	1.83	2%	1.53	2%
A6 Administration	11.34	14%	12.31	16%	11.38	14%
N7 Neutre	2.93	4%	3.24	4%	3.33	4%
Total support activities	16.44	21%	17.39	22%	16.24	20%
Total EFSA	79.46		79.58		79.41	

Table 12: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA'S ACTIVITIES	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	FTE ^(a)	%	FTE ^(a)	%	FTES ^(a) / POSTS ^{(b)(c)}	%
A1 Provision of scientific advice and risk assessment approaches	80	18%	62	14%	75/79	17%
A2 Evaluation of regulated products	129	29%	135	30%	131/138	29%
A3 Data collection & scientific cooperation	85	19%	98	22%	92/97	21%
A4 Communication and dialogue	34	8%	36	8%	38/40	8%
Total operational activities	328	74%	331	74%	336/354	75%
A5 Coordination	17	4%	11	3%	11/12	2%
A6 Administration	73	16%	75	17%	70/74	16%
N7 Neutre	27	6%	28	6%	29/31	7%
Total support activities	117	26%	114	26%	111/116	25%
Total EFSA	445		445		447/470	

(a) Actual available FTE.

(b) For planning purposes has been defined a 95% flat occupancy rate (i.e. the ratio between the assigned posts and the average number of available FTEs).

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix B – Table 16 for the complete list of process/project under the different activities.

Section IV. Work Programme

Year 2017

1. Executive summary

In 2017, EFSA will have an extensive programme of scientific work and corporate initiatives that will be guided by the multi-annual implementation plan set in 2016 to achieve the Authority's five strategic objectives. Key developments expected in this direction will be the finalisation of the guidance on expression of uncertainty in risk assessment by EFSA's Scientific Committee and its further work on the development of guidance on weight of evidence, biological relevance in scientific assessment, and risk assessment of nanoparticles. The BIOHAZ Panel will further develop multi-sectorial activities on AMR in collaboration with other units and other EU agencies (EMA, ECDC).

In the context of EFSA's efforts to enhance participation of stakeholders in EFSA's scientific work, the GMO Unit will run a pilot project, which entails a consultative 'focus group' for the guidance on allergenicity assessment of genetically modified plants. EFSA will also conduct a pan-European survey to gain insights into risk perception in relation to relevant topics. Together with the AFCWG, EFSA will create a communications plan based on the results.

The first meeting of a new International Food Safety Risk Assessment Liaison Group (IFSRA) will be hosted by EFSA this year. The work of this groups aims at enhancing information sharing and fostering better understanding and agreement between relevant governmental organisations on risk assessment methodologies and approaches.

Thanks to the support provided by EFSA's Brussels Liaison Office, EFSA will promote the organisation of joint meetings and events with other institutions on relevant corporate or scientific topics. In 2017 EFSA will take a lead role in improving effective relations among the EU agencies, as it will be its turn to hold the Presidency of the Network of Agencies.

In the area of risk communication, EFSA will begin the implementation of its roadmap for the development and use of modern and innovative web technologies and methodologies, including social media, and online collaboration tools.

2. Activities

2.1 Activity 1: Provision of scientific advice and risk assessment approaches

EFSA's Scientific Committee will finalise guidance on expression of uncertainty in risk assessment, and will continue to develop guidance on: weight of evidence, biological relevance in scientific assessment, and risk assessment of nanoparticles. Work will continue with the revision and reviewing of cross-cutting guidance documents in order to assure a better harmonisation across EFSA's panels.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will continue working on mandates in the areas of food hygiene, such as food-borne zoonoses; transmissible spongiform encephalopathies (TSEs) and antimicrobial resistance (AMR).

In the area of food hygiene, the BIOHAZ Panel will provide scientific opinions on microbiological criteria. In the area of food-borne zoonoses, the panel will provide advice on *Listeria monocytogenes*, and on food-borne viruses such as Hepatitis E (HEV). In the area of TSEs, the BIOCONTAM unit and BIOHAZ Panel will work on several mandates, including on scrapie. In addition, the panel will produce statements on the qualified presumption of safety (QPS) in collaboration with other panels and units (FEEDAP, ANS, CEF, NDA Panels and Pesticides Unit)

Moreover, the BIOHAZ Panel will further develop multi-sectorial activities on AMR in collaboration with other units and other EU agencies (EMA, ECDC).

The CONTAM Panel, supported by the BIOCONTAM Unit, will issue opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed (dioxins, perfluoroalkylated substances, chlorinated paraffins). The panel will provide outputs on detoxification of contaminants in feed, mycotoxins and natural toxins in food and feed, pharmacologically active substances in food of animal origin, and process contaminants (example.g., furans).

The BIOCONTAM Unit will deliver the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products.

The PLH Panel, supported by the ALPHA Unit, will continue providing plant health risk assessments for plant pests and pathogens for the EU territory, and peer review pest risk assessments and other justification documents prepared by third parties. It will further provide risk assessment and communication on *Xylella fastidiosa*, and other newly emerging plant pests and pathogens including state-of-the-art reports on biology, epidemiology and control, based on advanced research results. It will continue the risk assessment work to update the legislative annexes of the EU quarantine plant health law in preparation of the new phytosanitary regime. To this end, it will deliver fit-for-purpose and stepwise advice, developing pest categorisations, complete pest risk assessments and an evaluation of the effectiveness of risk reducing options. Based on previous scientific opinions and results of outsourced projects, the panel will further develop quantitative methodologies, including quantitative pathway analysis models.

Requests from the Commission related to the categorisation and prioritisation of animal diseases in the context of the new animal health law have been received for 2016, and further requests are expected to be submitted for 2017. The AHAW Panel, supported by the ALPHA Unit, will provide an output on animal welfare at the time of slaughter, and review scientific updates on the main stunning methods. The panel will further provide outputs on specific diseases depending on the disease context. The unit will continue its support related to outbreaks of African swine fever in EU Member States.

The NDA Panel, with the support of the Nutrition Unit, will continue to deliver scientific advice on generic questions related to nutrition, and will provide general advice related to dietetic products, such as baby foods.

The SCER Unit will implement new activities on emerging risks focusing on methodological developments and an enhanced cooperation with MS and stakeholders. Crisis preparedness constitutes an EU priority objective, and EFSA will provide better tools and training. A holistic field survey on bee health will be launched to support the development and validation of the MUST-B model with the objective of ensuring risk assessment of multiple factors. The unit will manage the development of the programme on methodologies for risk assessment, the chemical hazard database and the compendium on botanicals.

The AMU Unit will continue development and innovation in methodology. This will include a strong focus on the Prometheus project described in the multi-annual programme. This activity will be realised through the piloting of the Prometheus approach across EFSA as well as by identifying additional guidance to be developed. AMU will provide additional support to scientific risk assessment through algorithmic tools and methodological approaches to expert knowledge

elicitation (EKE), literature reviews, traceability and machine learning. It will also initiate feasibility studies on the role of crowdsourcing to promote openness and engagement in risk assessment. The unit will continue to provide access to literature for all of EFSA.

The DATA Unit will provide support to panels' and other units' activities requiring ad-hoc data collection, occurrence analysis and/or dietary exposure assessment.

To better monitor the delivery of its work programme, EFSA has established targets for the number of scientific outputs to be adopted (scientific opinions of Scientific Committee/Scientific Panel and other scientific outputs of EFSA) and also for the number of technical reports to be finalised.

Table 13: Key performance indicators for Activity 1

OBJECTIVE*	INDICATORS	ACHIEVED 2015	TARGET 2016	TARGET 2017 ⁶
Ensure effective delivery of work programme	Number of scientific outputs adopted ^(a)	62	49	66
	Number of technical reports finalised ^(b)	10	22	
Improve the timeliness of scientific advice ^(c)	Proportion of scientific outputs/questions ^(a) adopted within deadline	92%	100%	100%
Ensure full compliance with EFSA's policy on independence ^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 1 committed/paid at year end	99.7%	100.0%	100.0%
		89.8%	90.0%	90.0%

(a) The number of questions and the number of outputs in Activity 1 is usually the same.

(b) Technical reports were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(c) Following the centralisation of part of the output editing activities and the externalisation of additional support to scientific units for the editing of scientific outputs, together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA activities. Adoption timeliness is calculated excluding initial backlog.

(d) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

* These KPIs are subject to review as a consequence of the strategy implementation plan, which will be fully reflected in the PD 2018-2020 proposed to the MB for adoption by December 2016.

Table 14: Resource allocation for Activity 1

	EXECUTED 2015		DRAFT BUDGET 2016 ^(c)		DRAFT BUDGET 2017	
	M€	FTE ^{(a)(b)}	M€	FTE ^(a)	M€	FTE ^(c)
A1 Provision of scientific advice and risk assessment approaches	12.12	66	13.3	75	13.43	79
% Total EFSA	15	14	17	17	17	17

(a) Actual available FTE.

(b) The reduced direct allocation of human resources to Activity 1 results from the reallocation to Activity 3 of projects and processes in the area of data collection.

⁶ This indicator will be reviewed by the end of 2016.

2.2 Activity 2: Scientific evaluation of regulated products

During 2017, the APDESK Unit will support the implementation of the first phase of the MATRIX project on the electronic management of applications (submission, management and communication). It will continuously engage with stakeholders via the creation of stakeholder discussion groups during the entire project development. The unit will continue to develop and monitor the implementation of new services (webinars, info sessions, etc.) for applicants and other stakeholders within the REPRO Department, to enhance the engagement with applicants throughout the applications life-cycle and to investigate possible ad-hoc services to support small and medium-enterprise (SME) applicants (e.g. EFSA SME Office).

The CEF Panel, supported by the FIP Unit, will continue to deliver scientific advice on food enzymes, following the multi-annual work programme agreed with the EC in 2016. It will continue working on the remaining food flavourings on the EU list, for which additional data has been requested. EFSA expects to receive an increased number of new applications for flavouring substances. In the area of additives and monomers for plastic materials and articles in contact with food, it is expected that the annual number of dossiers to be received will remain stable. The CEF Panel will continue receiving requests for the evaluation of safety and efficacy of treatments to remove microbial surface contamination from foods of animal origin.

The FEEDAP Panel, supported by the FEED Unit, will significantly reduce the number of on-going dossiers on the re-evaluation of existing feed additives. It will work on the assessment of new feed additives, new uses of existing feed additives, and modification and renewal of existing authorisations. In 2017 the revision of guidance documents used in the feed additives area will continue and will likely be finalised by mid-2018.

The ANS Panel, supported by the FIP Unit, will continue with the re-evaluation programme of food additives, in particular finalising the evaluation of gums, starches, celluloses and pectins, and preparing opinions on fatty acids and its salts and citrates. The panel will continue the assessment of new food additives, as well as the extension of use or change in specifications of already authorised food additives. The Authority expects that new guidance on nutrient sources will be adopted by the ANS Panel in 2017. The unit will continue to perform preparatory work and launch calls for data for food additives in infant formulae, dietary foods for infants for special medical purposes and special formulae for infants and food additives for use in food supplements for infants and young children. The last activity will be performed once the relevant guidance is adopted by the Scientific Committee.

The work programme of the GMO Unit for 2017 includes the evaluation of applications for the use of GMOs in food and feed as well as for cultivation. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago.

An area of focus for the GMO unit is the finalisation of the guidance on low-level presence of GMOs and the guidance on allergenicity assessment of genetically modified plants. This guidance includes a pilot project to enhance participation of stakeholders in EFSA's scientific work through a consultative 'focus group'.

The Nutrition Unit will support the NDA Panel in updating guidance documents related to health claim applications. The panel and the unit will continue to work on the evaluation of applications for health claims and novel foods. An increased number of requests for novel food evaluations are expected in the transitional phase before the entry into force of the new regulation on novel foods on 1 January 2018 (Regulation (EU) 2015/2283). The NDA Panel may also deal with applications for foods for special medical purposes, and with applications for exemption from labeling for food allergens.

The PPR Panel and the PRAS unit will continue with the third renewal group (AIR-III) of active substances for the EFSA peer review, and complete several public consultations on PPR scientific opinions and guidance documents. Two areas of particular relevance for 2017 are the progress in

cumulative assessment of pesticides, with the publication of the first EFSA scientific assessments following the methodology developed by the PPR Panel, and the use of epidemiological data in risk assessment. The database comprising the list of endpoints of active pesticide substances assessed by EFSA will be populated and need to be linked with EFSA's data warehouse.

In the PRAS Unit, the reduction of the backlog of MRL reviews will continue in line with the implementation plan. Due to the long process, the benefits of additional staff deployed in 2016 to support the unit will start to be noticeable in 2017, contributing to reducing the backlog for article 12 MRLs (review of MRLs of all active substances). For article 10 MRLs (setting of a new MRL or modification of an existing MRL), EFSA will meet the legal deadlines.

The yearly summary reports on pesticide residue analysis will be implemented with additional data quality checks and improvements regarding the connectivity with the EFSA's data warehouse. Regarding the peer-review activities, 2017 will be a key year with EFSA's evaluation of the second batch of the third list of renewals of pesticide active substances. Furthermore, EFSA will update the risk assessments regarding the risk of neonicotinoids to bees.

The BIOHAZ Panel is expected to receive requests for the evaluation of application dossiers on alternative methods for processing animal by-products.

AMU as well as the ALPHA and DATA Units will provide cross-departmental support for the scientific evaluation of regulated products, such as the review of plant health claims related to pesticide applications (ALPHA-PLH), the technical support to article 31 requests related to regulated products (AMU), and the assessment of the dietary exposure to pesticide residues, food additives, enzymes and flavouring substances (DATA). The DATA unit will also support the development of new and/or refined methods and guidance for the assessment of dietary and non-dietary exposure to substances in the remit of regulated products.

Table 15: Key performance indicators for Activity 2

OBJECTIVE*	INDICATORS	ACHIEVED 2015	PLAN 2016	PLAN 2017
Ensure effective delivery of work programme	Number of scientific outputs adopted	306	265	345
	Number of technical reports finalised ^(a)	44	47	
	Number of closed scientific questions ^(b)		413	373
	Reduction of the backlog of MRL reasoned opinions (backlog elimination by end 2019)	274	237	180
Improve the timeliness of scientific advice ^(c)	Proportion of scientific outputs adopted within deadline ^(b)	83%	90%	90%
	Proportion of scientific questions adopted within deadline ^(b)		90%	90%
Ensure full compliance with EFSA's policy on independence ^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 2 committed/paid at year end	99.9%	100.0%	100.0%
		91.8%	90.0%	90.0%

(a) Technical reports (reports that EFSA can issue at the request of the Commission, on its own initiative or as laid down in relevant sectorial legislation) are, as a general rule, prepared by an EFSA working group and/or by EFSA scientific staff and were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(b) Scientific questions are the specific questions that are contained in the official requests received from EC or MS (a request can contain many questions). Scientific outputs can answer one or more scientific questions.

(c) Excluding questions already overdue at the beginning of the year.

(d) Following the centralisation of part of the output editing activities and the externalisation of additional support to scientific units for the editing of scientific outputs, together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA activities. Adoption timeliness is calculated excluding initial backlog.

(e) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

* These KPIs are subject to review as a consequence of the strategy implementation plan, which will be fully reflected in the PD 2018-2020 proposed to the MB for adoption by December 2016.

Table 16: Resource allocation for Activity 2

	EXECUTED 2015		DRAFT BUDGET 2016 ^(c)		DRAFT BUDGET 2017	
	M€	FTE ^{(a)(b)}	M€	FTE ^(a)	M€	FTE
A2 Evaluation of regulated products approaches	20.04	135	20.57	131	20.86	138
% Total EFSA	25	30	26	29	26	30

(f) Actual available FTE.

(g) The increased direct allocation of human resources to Activity 2 for 2015 and 2016 is part of EFSA's efforts to reduce the existing backlog of open questions.

2.3 Activity 3: Data collection, scientific cooperation and networking

In 2017 EFSA will continue to deliver new capabilities for data collection and scientific collaboration. The molecular typing project, carried out in collaboration with the ECDC, will extend the data collection and reporting capability to genotyping approaches to data collection and related studies. The standard sample description 2.0 pilot is in its third year of implementation with Member States. The pilot will provide input for the parallel pilot study to test the electronic data transmission of the new sample-based data collection of annual veterinary drug residues. The last phase of the EU menu project will incorporate food consumption data collected from remaining countries. Finally, EU summary reports on zoonoses and food-borne outbreaks and on antimicrobial resistance will be produced jointly with the ECDC.

EFSA will continue the open advanced scientific information and evidence hub project (OPEN ScaIE) with the objective to develop search and access tools for peer-reviewed scientific literature.

ALPHA will cooperate with the Baltic States and Poland on African swine fever to harmonise the collection and analysis of epidemiological data. A cooperation project with Bulgaria, Greece and pre-accession countries will focus on prevention and control of lumpy skin disease. Cooperation with MS's national contact points established under Article 20 of Regulation EC 1099/2009 on the welfare of animals at the time of killing will support the development of best practices and scientific guidance documents in this area. Under the VectorNet project, data collection on occurrence and abundance of a range of important animal disease vectors will continue. The ALPHA and DATA units will also continue to develop databases on plant pests based on the revised structure of the EU database of apple fruit pests and diseases, which was developed within a pilot project to support free trade agreements. Other highlights include media monitoring of emerging plant health risks in the MedSys platform developed by ALPHA and SCER with the JRC IPSC. In particular, the DATA Unit will engage in supporting data collections and management activities related to plant and animal health, fostering the acquisition and availability of data for environmental risk assessment.

The DATA Unit will further support the implementation of the food classification and description system (FOODEX2), and the collection of harmonised and detailed food consumption data in the EU for the general population and special population groups (e.g. pregnant women, vegetarians, etc.) within the EU Menu project. Additionally, the unit will set up a new data collection on TSEs (transmissible spongiform encephalopathies) and zoonoses.

The DATA Unit will further extend the EFSA scientific data warehouse (S-DWH) to additional data domains, including food composition, molecular typing and veterinary drug residues.

The S-DWH will increasingly become the hub for EFSA's open data strategy. In fact, the process

of assigning data object identifiers (DOIs) to outputs produced from the S-DWH will be piloted as well as a process for populating the open data portal of the EU with data from the S-DWH in compliance with the S-DWH access rules policy.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will complete several on-going procurement activities in the area of *Listeria monocytogenes* and of classical scrapie infectivity in sheep embryos, as well as drive thematic grants in the area of whole genome sequencing (WGS). Additionally, the BIOCONTAM Unit will deliver BIOHAZ reports, notably the annual EU summary reports jointly produced by EFSA and ECDC on: trends and sources of zoonoses, zoonotic agents, and food-borne outbreaks; on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals in food (AMR), as well as the annual report on TSEs. Other joint ECDC/EFSA technical reports include rapid assessment outbreaks (ROAs).

The emerging risks identification procedure often involves data collection or generation. In 2017, EFSA will continue working on framework partnership agreements with Member States for the characterisation of ciguatera food poisoning, a data collection on risks to bee health, and developing methodologies for the identification of emerging risks by investigating existing chemical substance databases and the analysis of food supply chains. Making data available on emerging issues and risks to involved stakeholders will be a priority for EFSA.

EFSA will continue using additional grant schemes to stimulate projects between Member States through the EU risk assessment agenda, expanding the use of thematic grants and framework partnership agreements. To further strengthen partnerships, the Executive Director is visiting all EU Member States over a three-year period. During these visits, he will agree on joint projects that will allow Member States to take the lead on one or more priority topics with the support of EFSA, often in cooperation with other Member States. In 2017, the use of a new grant instrument for twinning projects will be explored, through a 'call for proposal' to stimulate projects among Member States to exchange knowledge and expertise. The ultimate aim is to ensure optimal utilisation of the existing risk assessment capacity in the Member States to strengthen Europe's capacity in food safety risk assessment.

The new fellowship programme will be implemented. The Advisory Forum (AF) will continue to strengthen its strategic role in steering the EU risk assessment agenda, and will interact with other networks and have occasional joint meetings with the AFWCG and Focal Points. To this end, a one-day conference will be organised by EFSA involving the three networks.

Scientific cooperation through EFSA's scientific networks had continued to grow and, following an internal review, was completed in 2012. An external review of the networks will be undertaken in 2017 to determine their value for both EFSA and Member States. In 2017, EFSA will host the first meeting of a new International Food Safety Risk Assessment Liaison Group (IFSRA) aiming at enhancing information sharing and fostering better understanding and agreement between relevant governmental organisations on risk assessment methodologies and approaches.

Table 17: Key performance indicators for Activity 3

OBJECTIVE*	INDICATORS	ACHIEVED 2015	TARGET 2016	TARGET 2017
Ensure effective delivery of work programme	Number of scientific outputs/questions ^(a) adopted	6	6	4
	Number of technical reports finalised ^(c)	45	13	6
	Number of other publications (external scientific reports and event reports)	128	45	51
Improve the timeliness of scientific advice	Proportion of scientific outputs adopted within deadline ^(d)	100%	100%	100%
Ensure full compliance with EFSA's policy on independence ^(e)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 3 committed/paid at year end	99.8% 93.1%	100.0% 90.0%	100.0% 90.0%
Effective execution of grants and procurement programme	Proportion of original grants and procurement budget for Activity 3 committed/paid at year end	100.0% 99.11%	100.0% 100.0%	100.0% 100.0%

(a) The number of questions and the number of outputs in Activity 3 is usually the same.

(b) Following EFSA's project approach, intermediate reports formerly counted as distinct outputs under Activity 3 are now integrated into outputs of Activities 1 and 2.

(c) In 2015, event and technical reports linked to scientific cooperation activities and network annual reports were reported together. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(d) Excluding questions already overdue at the beginning of the year.

(e) In 2014, the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

* These KPIs are subject to review as a consequence of the strategy implementation plan, which will be fully reflected in the PD 2018-2020 proposed to the MB for adoption by December 2016.

Table 18: Resource allocation for Activity 3

	EXECUTED 2015		DRAFT BUDGET 2016 ^(c)		DRAFT BUDGET 2017	
	M€	FTE ^{(a)(b)}	M€	FTE ^(a)	M€	FTE
A3 Data collection & scientific cooperation	22.88	99	22.54	92	22.49	95
% Total EFSA	29	22	29	21	28	21

(a) Actual available FTE.

(b) The increased direct allocation of human resources to Activity 3 results from the reallocation of projects and processes in the area of data collection from Activity 1.

2.4 Activity 4: Communication and dialogue

Efforts will continue in 2017 to improve EFSA's approach to effective risk communications.

The year 2017 will see the implementation of the project designed to increase EFSA's engagement with external stakeholders to ensure that relevant stakeholders are able to interact with the Authority at different stages of the risk assessment process depending on their specific interests in its work. As part of this strategic initiative, EFSA will begin the implementation of its roadmap for the development and use of modern and innovative web technologies and methodologies, including social media, and online collaboration tools.

Research into how stakeholders perceive EFSA will continue in 2017, with a view to better understand the drivers that impact on the Authority's reputation. Work in this area is designed to support EFSA's broader efforts related to openness and transparency. EFSA will also continue to explore how to expand the use of plain language summaries as an effective communication tool

for EFSA's target audiences. EFSA will also conduct a pan-European survey to gain insights into risk perception in relation to relevant topics. In cooperation with the AFCWG, EFSA will create a communication plan based on the results.

Relations with EU institutions (European Commission, European Council and European Parliament) will be further strengthened to ensure that these support EFSA when deliberating on budget, discharge and policy/regulatory matters. With the support of its Brussels liaison office, EFSA will focus on promoting the organisation of joint meetings and events with these institutions on relevant corporate or scientific topics. In 2017, EFSA will take lead efforts to improve effective relations among the EU agencies as it is due to hold the presidency of the Network of Agencies.

Table 19: Key performance indicators for Activity 4

OBJECTIVE*	INDICATORS	ACHIEVED 2015	TARGET 2016	TARGET 2017
Improve EFSA's visibility and outreach	Traffic to EFSA's web content (web metrics)	2.7 M	2.7 M	2.7M
	Total number of subscribers to online subscription products (newsletter and alerts)	36,000	36,000	36,000
	Impact score of articles dedicated to EFSA ^(a)	12	5	18
Improve EFSA's social media reach	Increase number of followers from social media platforms where EFSA is active (Twitter, Linked In, YouTube)	25,211 (Baseline)	Baseline +10%=27,732.1	2016 + 10% = 30,505.31
	Traffic to EFSA web content from social media	2.1%	2% of traffic from social media. (baseline +0.24%)	2%
Improve timeliness	Proportion of press releases/web news items accompanying scientific outputs delivered within 20 working days of adoption	91%	95%	95%
Improve coherence and preparedness for risk and crisis communication	Produce crisis communication guidelines in 2016		100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 4 committed/paid at year end	99.4% 79.5%	100.0% 90.0%	100.0% 90.0%

(a) In 2014 EFSA developed an in-house methodology for media analysis. The approach is based on a system which multiplies the 'weight' of the media mentioning EFSA with the favourability of the article in question to give an impact score. Media are weighted depending on the type of publication (e.g. national daily, regional broadcast etc.) and also by country. The favourability of an article is determined using a scale that accounts for information, such as the article's balance, third party endorsement, severity of criticism etc. The impact score can range from -100 (reflecting extremely negative media) to +100 (reflecting extremely positive media coverage). An average impact score of between 5 and 20 represents reflects a 'neutral' coverage.

* These KPIs are subject to review as a consequence of the strategy implementation plan, which will be fully reflected in the PD 2018-2020 proposed to the MB for adoption by December 2016.

Table 20: Resource allocation for Activity 4

	EXECUTED 2015		DRAFT BUDGET 2016		DRAFT BUDGET 2017	
	MC	FTE ^(a)	MC	FTE ^(a)	MC	FTE ^(c)
A4 Communication and dialogue	7.05	36	6.74	38	6.74	39
% Total EFSA	9	8	8	8	8	8

(a) Actual available FTE.

2.5 Activity 5, 6, 7: Governance, support and coordination

EFSA's support services will continue to improve by implementing international and European quality standards through targeted service level agreements, balancing cost and quality *versus* risks and customer satisfaction. The support services will shift focus from internal customers to the larger expert population and focus on setting up and maintaining a sound managerial community supporting the EFSA strategy.

2.5.1 Transactional services

Transactional services are those that provide discrete and measurable results for a high volume of individual requests from EFSA's staff, experts and guests. EFSA will continue to improve service level agreements and monitor customer satisfaction in order to plan improvement actions where needs fall short of customer requirements – balancing the economy and cost of those services. The human capital management services will focus on learning and development. Information technology services will work on continued improvement to the efficiency and reliability of user needs. The Authority's financial services will continue to improve efficiency gains realised in 2016 through further automation, self-service and paperless workflow. The corporate services will focus on the EMAS certification (Environment Management Audit System) of its corporate services, as recommended by the European Commission. The focus of all transactional services will be continued improvement of support services and business alignment. This will be done in the context of one of the strategic objectives of EFSA's 2020 strategy, e.g. identifying the best-in-class benchmarks for services supporting those same objectives or pruning transactional services no longer needed at the same cost and quality targets.

2.5.2 Expert services

The talent management project will continue its roll-out plan, focusing in 2017 on on-boarding and off-boarding: ensuring that experts, temporary agents and contract agents are more effectively supported throughout the whole lifecycle of their relationship with EFSA.

Completion of the enhanced corporate controlling, planning and monitoring will provide defined procedures for improved forecasting of EFSA's results, as well as for the efficient, economical and dynamic allocation of EFSA's resources.

The enlargement of sourcing tools will aim at making EFSA tenders more adapted and attractive to economic actors.

An integrated security function will continue to reduce the risk of disruption to residual risks posed by disruptive events external to EFSA.

2.5.3 Strategic services

In the area of strategic workforce planning, the competency catalogue and development processes implemented in 2016 will be leveraged to develop a predictive modeling of talent sourcing, acquisition, development and retention (talent management project) to improve the talent pipeline for EFSA's experts serving the core remit.

An integrated governance model developed in 2016 will be implemented to address the assurance and sound governance needs of the organisation, across all risk, human capital, technology, information and data decisions of the Authority.

The gradual implementation of a strategic sourcing approach, managing the supply chain efficiently and in an integrated manner, will progressively substitute the procurement by need planning.

Table 21: Key performance indicators for for Activity 5, 6 and 7 (governance and support activities)

OBJECTIVE	INDICATORS	ACHIEVED 2015	TARGET 2016	TARGET 2017
Effective use of EFSA's financial resources	Commitment credits executed	99.8%	100%	100%
	Payment credits executed	90.1%	90%	90%
	Carry-forward of payments to following year	10.8%	10%	10%
IT performance	IT governance	93%	89%	93%
	IT execution	64%	75%	78%
	IT satisfaction	77%	77%	77%
Ensure best management of staff	Average statutory staff occupancy rate	94.7%	95%	95%

Table 22: Resource allocation for Activity 5, 6 and 7

	EXECUTED 2015		DRAFT BUDGET 2016		DRAFT BUDGET 2017	
	M€	FTE ^{(a)(b)}	M€	FTE ^(a)	M€	FTE
A5 Coordination	2.32	16	1.53	11	1.54	12
A6 Administration	12.15	74	11.38	70	11.18	70
N7 Neutre	2.94	26	3.33	29	3.32	30
Total support activities	17.41	116	16.24	110	16.04	112
% Total EFSA	22	26	20	25	20	24

(a) Actual available FTE.

3. Resources forecast 2017 per activity pillars

The budget and staff allocations to the different activities are anticipated as follows:

Table 23: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA'S ACTIVITIES	EXECUTED 2015		BUDGET 2016		DRAFT BUDGET 2017	
	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	12.12	15%	13.33	17%	13.43	17%
A2 Evaluation of regulated products	20.04	25%	20.57	26%	20.86	26%
A3 Data collection & scientific cooperation	22.88	29%	22.54	29%	22.49	28%
A4 Communication and dialogue	7.05	9%	6.74	8%	6.74	8%
Total operational activities	62.09	78%	63.17	80%	63.52	80%
A5 Coordination	2.32	2%	1.53	2%	1.54	2%
A6 Administration	12.15	16%	11.38	14%	11.18	14%
N7 Neutre	2.94	4%	3.33	4%	3.32	4%
Total support activities	17.41	22%	16.24	20%	16.05	20%
Total EFSA	79.50		79.41		79.57	

Table 24: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA'S ACTIVITIES	EXECUTED 2015		BUDGET 2016		DRAFT BUDGET 2017	
	FTE ^(a)	%	FTE ^(a) / POSTS ^(b)	%	POSTS	%
A1 Provision of scientific advice and risk assessment approaches	66	14%	75/79	17%	79	17%
A2 Evaluation of regulated products	135	30%	131/138	29%	138	30%
A3 Data collection & scientific cooperation	99	22%	92/97	21%	95	21%
A4 Communication and dialogue	36	8%	38/40	8%	39	8%
Total operational activities	336	74%	336/354	75%	351	76%
A5 Coordination	16	3%	11/12	2%	12	2%
A6 Administration	74	17%	70/74	16%	70	15%
N7 Neutre	26	6%	29/31	7%	30	7%
Total support activities	116	26%	111/116	25%	112	24%
Total EFSA	452		447/470		463	

(a) Actual available FTE.

(b) For planning purposes, a 95% flat occupancy rate (i.e. the ratio between the assigned posts and the average number of available FTEs) has been defined.

Appendices

Appendix A– Predicted outputs per activity 2016

Table 25: Predicted number of scientific outputs 2016 adopted (one output may contain more than one question)

	REPRO						RASA					Total
	APDESK	FEED	FTP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
A1 EFSA Scientific outputs – Provision of scientific advice and risk assessment approaches	-	-	-	-	8	-	20	-	17	-	4	49
A1 Technical Reports – Provision of scientific advice and risk assessment approaches	-	-	-	-	8	-	5	-	1	-	8	22
A1 total	-	-	-	-	16	-	25	-	18	-	12	71
A2 EFSA Scientific outputs – Evaluation of regulated products	-	49	70	12	23	108	-	-	3	-	-	265
Of which:												
- Conclusion on pesticides peer review	-	-	-	-	-	35	-	-	-	-	-	35
- Guidance of the Scientific Committee / Scientific Panel	-	2	1	-	3	-	-	-	-	-	-	6
- Opinion of the Scientific Committee / Scientific Panel	-	47	69	10	20	4	-	-	3	-	-	153
- Reasoned opinion	-	-	-	-	-	62	-	-	-	-	-	62
- Scientific report of EFSA	-	-	-	-	-	6	-	-	-	-	-	6
- Statement of the Scientific Committee / Scientific Panel	-	-	-	2	-	1	-	-	-	-	-	3
- Guidance of EFSA	-	-	-	-	-	-	-	-	-	-	-	-
A2 Technical reports – Evaluation of regulated products	1	-	-	14	8	24	-	-	-	-	-	47
A2 total	1	49	70	26	31	132	-	-	3	-	-	312
A3 EFSA scientific outputs – Data collection & scientific cooperation	-	-	-	-	-	-	-	-	2	1	2	5
A3 Technical reports – Data collection & scientific cooperation	-	-	-	1	-	1	-	-	5	6	-	13
A3 total	-	-	-	1	-	1	-	-	7	7	2	18
Other publications (event reports and external scientific reports)	-	3	5	-	-	3	-	-	10	16	8	45
Total outputs	1	52	75	27	47	136	25	-	38	23	22	446
A2 Total scientific questions 2016	1	52	115	26	31	185	-	-	3	-	-	413

Appendix B – Predicted outputs per activity 2017

Table 26: Predicted number of scientific outputs 2017 adopted (one output may contain more than one question)

	REPRO						RASA					Total
	APDESİK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
A1 EFSA Scientific outputs - Provision of scientific advice and risk assessment approaches	-	-	1	-	1	-	25	-	18	-	5	50
A1 Technical reports - Provision of scientific advice and risk assessment approaches	-	-	-	-	1	-	5	-	1	-	8	15
A1 total	-	-	1	-	2	-	30	-	19	-	13	65
A2 EFSA Scientific outputs - Evaluation of regulated products	-	56	70	14	27	122	-	-	4	-	1	294
Of which:												
- Conclusion on pesticides peer review	-	-	-	-	-	40	-	-	-	-	-	40
- Guidance of the Scientific Committee / Scientific Panel	-	6	-	2	1	-	-	-	-	-	-	9
- Opinion of the Scientific Committee / Scientific Panel	-	50	70	10	26	3	-	-	4	-	-	163
- Reasoned opinion	-	-	-	-	-	70	-	-	-	-	-	70
- Scientific report of EFSA	-	-	-	-	-	7	-	-	-	-	1	8
- Statement of the Scientific Committee / Scientific Panel	-	-	-	2	-	-	-	-	-	-	-	2
- Guidance of EFSA	-	-	-	-	-	2	-	-	-	-	-	2
A2 Technical reports - Evaluation of regulated products	-	-	-	17	4	30	-	-	-	-	-	51
A2 total	-	56	70	31	31	152	-	-	4	-	1	345
A3 EFSA scientific outputs - Data collection & scientific cooperation	-	-	-	-	-	-	-	-	4			4
A3 Technical reports - Data collection & scientific cooperation	-	-	-	1	-	-	-	-	5		-	6
A3 total	-	-	-	1	-	-	-	-	9	-	-	10
Other publications (event reports and external scientific reports)	-	-	4	-	-	4	25	-	11	-	7	51
Total outputs	-	56	75	32	33	156	55	-	43	-	21	471
A2 Total scientific questions	-	56	75	31	33	175	-	-	3	-	-	373

Appendix C – Resource allocation per Activity 2016

Table 18: Resource allocation by Activity 1 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RASA	AMU	AMU General scientific and technical assistance – Art31	1.60	25
		Guidance on expert knowledge elicitation methodology	0.02	46
		Methodological development and assistance	3.06	
		Open SCAIE Project	2.70	
		Prometheus	2.05	60
		Tracing methodology	1.05	
	SCER	Bee health	2.14	98
		Crisis support	0.82	10
		Develop cross-cutting guidances	3.30	442
		Emerging risks identification	1.99	39
		Multi-sectoral opinions and statements	1.44	248
		RASFF & Horizon 2020 support	0.48	
	ALPHA	Transparency in risk assessment	2.54	
		AHAW generic opinions - Art29	8.14	660
		AHAW self- tasks	0.30	28
		ALPHA general scientific and technical assistance – Art31	2.73	23
		ALPHA internal projects	1.68	
		PLH generic opinions - Art29	7.05	540
	BIOCONTAM	PLH self- tasks	0.30	7
		BIOCONTAM general scientific and technical assistance – Art33	0.30	5
		BIOCONTAM internal projects	1.02	
		BIOHAZ generic opinions - Art29	3.57	435
		BIOHAZ self -tasks	1.95	92
		CONTAM generic opinions - Art29	10.65	692
REPRO	FIP	FCM - generic requests	1.10	
		BPA project	0.30	8
	NUTRI	DRV - EC generic requests	4.85	192
		Use of protein hydrolysates in formulae	0.30	35
RESU	HUCAP	Develop and train EFSA talents	2.03	
	PTT	EFSA strategy project	1.53	
	RESU	General management coordination	2.78	
		PCO	1.73	
		Staff, infrastructure and operational support reallocation		9,648
Total activities under A1 – Provision of scientific opinions and advice & risk assessment approaches			75.50	13,331

Table 18: Resource allocation by Activity 2 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RASA	BIOCONTAM	AMT - Decontamination dossiers	0.56	14
		BIOHAZ applications - Animal by-products	0.24	23
REPRO	FIP	ENZ - applications	7.23	217
		FCM - applications	5.78	262
		Flavour - applications	0.72	21
		Flavour - re-evaluation	3.41	245
		FOODAD - applications	1.06	90
		FOODAD - re-evaluation	7.79	480
		Handling urgent requests related to applications, mandates and published outputs	0.00	3
		NUTRIENT - applications	0.89	25
		GMO	GMO - applications	15.30
	GMO - Guidance documents on allergenicity		0.70	52
	GMO - urgent/politically sensitive requests		1.88	20
	LLP		0.70	43
	NUTRI	CLAIMS applications	3.90	134
		Handling urgent requests related to applications, mandates and published outputs	0.50	-
		NOVEL - applications	2.90	188
	PRAS	Amendments of the condition of approval of active substances	1.83	-
		Annual report on pesticide residues	3.40	-
		Approval of basic substances	2.13	-
		Approval of new active substances	5.02	-
		Assessment of existing MRLs	6.10	-
		Commission requests on the assessment of the risks related to MRLs	3.62	-
		Commission requests on the review of the approval of active substances	2.12	296
		Confirmatory information on active substances	3.66	-
		EFSA guidance documents	0.71	51
		MRL applications	4.35	-
		Preparation of the annual CCPR meeting	0.88	-
		Renewal of the approval of active substances	9.29	-
		Scientific opinions and guidance documents of PPR Panel	5.56	373
		APDESK	Customer oriented approach for applications for regulated products	1.20
	Stakeholders support & webform		2.52	-
	The matrix project		2.58	-
	FEED	FEEDAD - applications	6.15	281
		FEEDAD - EC generic requests	0.40	28
FEEDAD - guidance documents		0.23	33	
FEEDAD - re-evaluation		6.12	325	
FEEDAD - renewal		4.45	281	
RESU	RESU	General management coordination	2.47	-
	PTT	EFSA strategy project	0.57	-
	LRA	Centralisation of declaration of interests screening	1.23	-
		Reform of independence policy	0.77	-
		Staff, infrastructure and operational support reallocation		16,488
Total activities under A2 – Evaluation of regulated products			130.92	20,569

Table 19: Resource allocation by Activity 3 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
COMMS	AFSCO	Advisory Forum - Scientific cooperation	3.91	94
		Cooperation tools	2.66	2,200
		European Neighbourhood Programme	0.20	-
		Fellowship programme	0.50	-
		Focal Points	2.07	1,109
		Interagency cooperation	0.60	-
		International Cooperation and Interagency cooperation including EU ANSA	3.73	14
		Pre-accession programme	1.80	-
		Scientific networks coordination	1.91	355
		Stakeholder relationship	0.15	-
RASA	AMU	Library management & services	1.00	534
	SCER	Chemical hazard database process	0.58	57
		Expert selection for the SC, Panels and WGs	1.50	-
		Experts training	0.22	135
		Hazard databases	0.57	45
		Internal Scientific Coordination	1.50	-
		International Conference 2015	0.10	-
		Methods Programme	1.75	-
		Preparatory work for future advice	1.50	300
		Scientific Colloquia	0.55	137
	DATA	Data collection	4.55	800
		Data General scientific and technical assistance – Art31	1.20	-
		Data Warehouse	2.01	-
		EU Menu	0.35	600
		Exposure assessment development	0.32	-
		FOODEX 2 implementation	0.40	-
		IPChEM Project	0.31	-
		Molecular typing	1.15	-
		Molecular Typing Process	0.70	-
		New Data Collection on veterinary Drug Residues	1.00	-
		SSD Implementation	0.43	-
	BIOCONTAM	Foodborne outbreak investigation	0.45	-
		Zoonoses & AMR summary reports	7.00	145
RESU	RESU	General Management coordination	1.00	-
	PTT	EFSA Strategy Project	1.06	-
		Enhance IT	2.25	-
		Introduction of a framework for Information Access Management	1.41	-
		IT Innovator	1.76	-
		Project Management Implementation	1.58	-
		Run IT	6.58	-
	HUCAP	Define and roll-out Talent Management	4.75	-
		Expertise Management Programme	4.58	-
		Training attendance	10.97	-
	FIN	Procurement centralised support	5.80	-
ED	ED	Information Management Programme	3.86	-
		Grants and Procurements under Activity 1 and 2 projects and processes	-	5,071
		Staff, infrastructure and operational support reallocation	-	11,298
Total activities under A3 – Data collection & scientific cooperation			92.27	22,534

Table 20: Resource allocation by Activity 4 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
COMMS	COMMS	Corporate Identity	-	60
		Institutional relations	-	-
	EXREL	Chemicals in food report	-	-
		Communications research, evaluating and monitoring	-	-
		Internal Comms workplan roll out	-	-
		Media relations	4.57	143
		Reputation management	-	60
		Risk Communications networks	7.79	287
	RISKCOM	Communication tools and dissemination	4	60
		Communications content development	8.91	340
		EFSA Journal	2.5	-
		EFSA Journal Project	1.6	625
		Web 2.0	0.8	60
RASA	RASA	DMS 2015 project	-	-
		DMS process	3.41	-
	SCER	International Conference 2015	0.02	-
RESU	RESU	General Management coordination	1.4	-
	PTT	EFSA Strategy Project	0.5	-
	CORSER	Outreach support	2.2	86
ED	ED	Relation with Italian institutions and local initiatives	-	-
		Staff, infrastructure and operational support reallocation	-	5,003
Total activities under A4 – Communication and dialogue			37.70	6,739

Table 21: Resource allocation by Activity 5 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources 2016 per project/process	
			FTEs	K€
RESU	RESU	General Management coordination	2.74	-
		Step 2018	0.80	-
	PTT	EFSA Strategy Project	0.30	-
	LRA	Legal and regulatory risks corporate framework	1.13	5
		Personal Data Protection environment	0.40	-
		Pre-litigation and Litigation Management	0.98	90
			Promoting legality & regularity	3.60
ED	ED	Management Board	1.11	102
		Staff, infrastructure and operational support reallocation	-	1,331
Total activities under A5 – Coordination			11.06	1,528

Table 22: Resource allocation by Activity 6 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RASA	RASA	DMS 2015 project	1.32	-
RESU	RESU	General Management coordination	1.81	-
		General support duties for compliance with horizontal support activities	5.05	-
		General support duties management assistance	14.90	-
		Planning, performance progress monitoring and corporate reporting	7.11	-
	PTT	EFSA Strategy Project	0.52	-
	HUCAP	Managing change in staff status	3.64	1,376
		Motivate, care and retain talents	5.89	-
		Plan, forecast and monitor staffing needs	1.30	-
		Sourcing and attracting Talents	4.94	182
		Staff Committee	0.50	-
		Supporting people engagement	1.22	333
	CORSER	Business Continuity Implementation	0.85	80
		Centralised Logistic Support to Meetings	11.00	-
		Corporate Business Continuity Deployment	0.10	-
		Enhance	0.80	-
		Site management	3.90	-
	FIN	Financial Back Office	0.00-	12
LRA	Compliance to Public Access to Documents	2.48	-	
	Ethic and Fraud Prevention and Investigation	0.49	-	
ED	ED	Transform EFSA	0.00-	200
	IAC	Audit Engagement	2.14	-
		Staff, infrastructure and operational support reallocation	-	9,201
Total activities under A6 – Administration			69.96	11,383

Table 23: Resource allocation by Activity 7 - 2016 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources 2016 per project/process	
			FTEs	K€
RASA	RASA	Quality Management System Development (New Zealand)	0.10	80
		Quality Management System Operation	2.59	-
RESU	RESU	General Management coordination	0.57	-
	PTT	Budget preparation & management	2.12	-
		EFSA Strategy Project	0.00	100
	FIN	Accounting services	1.81	2
		Control Environment Deployment	3.09	-
		Financial Back Office	14.38	220
		Procurement centralised support	4.70	-
		Staff, infrastructure and operational support reallocation	-	2,928
Total activities under A7 – Neutre			29.36	3,329

ANNEXES

Annex I. Resource allocation per activity 2016-2019

1. Financial resources per activity

Table 1: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA'S activities	Executed 2015	Budget 2016		Draft budget 2017		Draft budget 2018		Draft budget 2019	
	M€	M€	%	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	12.12	13.33	17%	13.11	17%	13.51	17%	13.51	17%
A2 Evaluation of regulated products	20.04	20.57	26%	20.82	26%	21.02	26%	21.02	26%
A3 Data collection & scientific cooperation	22.88	22.54	29%	22.45	28%	22.76	29%	22.76	29%
A4 Communication and dialogue	7.05	6.74	8%	6.72	8%	6.74	8%	6.74	8%
Total operational activities	62.09	63.17	80%	63.40	80%	64.03	80%	64.03	80%
A5 Coordination	2.32	1.53	2%	1.54	2%	1.45	2%	1.45	2%
A6 Administration	12.15	11.38	14%	11.16	14%	10.80	14%	10.80	14%
N7 Neutre	2.94	3.33	4%	3.31	4%	3.29	4%	3.29	4%
Total support activities	17.41	16.24	20%	16.02	20%	15.54	20%	15.54	20%
Total EFSA	79.50	79.41		79.42		79.57		79.57	

2. Human resources per activity

Table 2: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA's Activities	Executed 2015 FTE ^(a)	Plan 2016		Forecast 2017		Forecast 2018		Forecast 2019	
		FTEs ^(a) / Posts	%	Posts	%	Posts	%	Posts	%
A1 Provision of scientific advice and risk assessment approaches	66	75/79	17%	79	17%	78	17%	78	17%
A2 Evaluation of regulated products	135	131/138	29%	138	30%	137	30%	137	30%
A3 Data collection & scientific cooperation	99	92/97	21%	95	21%	95	21%	95	21%
A4 Communication and dialogue	36	38/40	8%	39	8%	38	8%	38	8%
Total operational activities	336	336/354	75%	351	76%	348	76%	348	76%
A5 Coordination	16	11/12	2%	12	2%	12	3%	12	3%
A6 Administration	74	70/74	16%	70	15%	68	15%	68	15%
N7 Neutre	26	29/31	7%	30	7%	30	7%	30	7%
Total support activities	116	110/116	25%	112	24%	111	24%	111	24%
Total EFSA	452	447/470		463		459		459	

(a) Actual available FTE.

Annex II. Financial resources

2016-2019

1. Expenditure

Table 1: Expenditure

Expenditure/Title	2016		2017	
	Budget Commitment appropriations	Budget Payment appropriations	Preliminary budget Commitment appropriations	Preliminary Budget Payment appropriations
Title I - Staff expenditure	40.25	40.25	40.24	40.24
Title II - Infrastructure and operating expenditure	9.92	9.92	9.92	9.92
Title III - Operational expenditure	29.25	29.08	29.26	30.5
TOTAL EXPENDITURE	79.41	79.24	79.42	80.66

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/2016 (%)	Envisaged 2018 (N+2)	Envisaged 2019 (N+3)
			Agency request	Budget forecast			
Title 1 - Staff expenditure	39,437,577	40,244,000	40,244,000		0.00%	40,244,000	40,244,000
Salaries & allowances	34,423,456	35,537,000	35,566,000		0.08%	35,566,000	35,566,000
- Of which establishment plan posts	28,677,262	28,416,000	28,489,547		0.26%	28,489,547	28,489,547
- Of which external personnel	5,746,195	7,121,000	7,076,453		-0.63%	7,076,453	7,076,453
Expenditure relating to staff recruitment	674,234	499,000	530,000		6.21%	530,000	530,000
Mission expenses	201,000	235,000	235,000		0.00%	235,000	235,000
Socio-medical infrastructure	228,624	288,000	298,000		3.47%	298,000	298,000
Training	813,413	850,000	810,000		-4.71%	810,000	810,000
External Services	2,025,350	1,720,000	1,640,000		-4.65%	1,640,000	1,640,000
Receptions, events and representation	1,851	5,000	5,000		0.00%	5,000	5,000
Social welfare and School contributions	1,069,649	1,110,000	1,160,000		4.50%	1,160,000	1,160,000
Other staff related expenditure	0	0	0			0	0

EXPENDITURE	Commitment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/2016 (%)	Envisaged 2018 (N+2)	Envisaged 2019 (N+3)
			Agency request	Budget forecast			
Title 2 - Infrastructure and operating expenditure	11,844,042	9,915,666	9,915,350		0.00%	9,915,350	9,915,350
Rental of buildings and associated costs	7,406,212	5,485,800	5,485,484		-0.01%	5,485,484	5,485,484
Information, communication technology and data processing	3,461,702	3,222,772	3,222,772		0.00%	3,222,772	3,222,772
Movable property and associated costs	105,419	65,000	65,000		0.00%	65,000	65,000
Current administrative expenditure	255,838	350,000	350,000		0.00%	350,000	350,000
Postage / Telecommunications	519,313	678,000	678,000		0.00%	678,000	678,000
Meeting expenses	93,406	102,094	102,094		0.00%	102,094	102,094
Running costs in connection with operational activities	0	0	0			0	0
Information and publishing	2,152	12,000	12,000		0.00%	12,000	12,000
Studies	0	0	0			0	0
Other infrastructure and operating expenditure	0	0	0			0	0
Title 3 - Operational expenditure	28,222,696	29,254,334	29,264,693		0.04%	29,264,693	29,264,693
Scientific evaluation and Risk assessment	16,762,837	15,038,589	17,670,000		17.50%	17,670,000	17,670,000
Communication & Cooperation	2,726,362	4,718,000	2,814,179		-40.35%	2,814,179	2,814,179
General operational support	8,733,497	9,497,745	8,780,514		-7.55%	8,780,514	8,780,514
TOTAL	79,504,315	79,414,000	79,424,043		0.01%	79,424,043	79,424,043

EXPENDITURE	Payment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2016/2015 (%)	Envisaged 2018 (N+2)	Envisaged 2019 (N+3)
			Agency request	Budget forecast			
Title 1 - Staff expenditure	38,480,426	40,244,000	40,244,000		0.00%	40,244,000	40,244,000
Salaries & allowances	34,405,842	35,537,000	35,566,000		0.08%	35,566,000	35,566,000
- Of which establishment plan posts	28,677,262	28,416,000	28,489,547		0.26%	28,489,547	28,489,547
- Of which external personnel	5,728,581	7,121,000	7,076,453		-0.63%	7,076,453	7,076,453

EXPENDITURE	Payment appropriations						
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2016/2015 (%)	Envisaged 2018 (N+2)	Envisaged 2019 (N+3)
			Agency request	Budget forecast			
Expenditure relating to Staff recruitment	562,292	499,000	530,000		6.21%	530,000	530,000
Mission expenses	183,084	235,000	235,000		0.00%	235,000	235,000
Socio-medical infrastructure	169,523	288,000	298,000		3.47%	298,000	298,000
Training	484,393	850,000	810,000		-4.71%	810,000	810,000
External Services	1,613,132	1,720,000	1,640,000		-4.65%	1,640,000	1,640,000
Receptions, events and representation	1,351	5,000	5,000		0.00%	5,000	5,000
Social welfare and School contributions	1,060,809	1,110,000	1,160,000		4.50%	1,160,000	1,160,000
Other Staff related expenditure	0	0	0			0	0
Title 2 - Infrastructure and operating expenditure	9,161,188	9,915,666	9,915,350		0.00%	9,915,350	9,915,350
Rental of buildings and associated costs	6,052,790	5,485,800	5,485,484		-0.01%	5,485,484	5,485,484
Information, communication technology and data processing	2,518,918	3,222,772	3,222,772		0.00%	3,222,772	3,222,772
Movable property and associated costs	73,044	65,000	65,000		0.00%	65,000	65,000
Current administrative expenditure	109,451	350,000	350,000		0.00%	350,000	350,000
Postage/ Telecommunications	317,769	678,000	678,000		0.00%	678,000	678,000
Meeting expenses	87,064	102,094	102,094		0.00%	102,094	102,094
Running costs in connection with operational activities	0	0	0			0	0
Information and publishing	2,152	12,000	12,000		0.00%	12,000	12,000
Studies	0	0	0			0	0
Other infrastructure and operating expenditure	0	0	0			0	0
Title 3 - Operational expenditure	22,745,214	29,080,391	30,497,450		4.87%	30,497,450	30,497,450
Scientific evaluation and Risk assessment	14,632,180	16,428,246	18,880,000		14.92%	18,880,000	18,880,000
Communication & Cooperation	1,956,097	3,154,400	2,836,936		-10.06%	2,836,936	2,836,936
General operational support	6,156,937	9,497,745	8,780,514		-7.55%	8,780,514	8,780,514
TOTAL	70,386,828	79,240,057	80,656,800		1.79%	80,656,800	80,656,800

2. Revenues

Table 2: Revenues

Revenues	2016 Revenues estimated by the Agency	2017 Budget Forecast
EU contribution	77.16	78.54
Additional EU funding: ad hoc grants and delegation agreements	0.00	0.00
Other Revenue	2.08	2.12
TOTAL REVENUES	79.24	80.66

Revenue	2015	2016	2017		VAR 2018/2017 (%)	Envisaged 2018	Envisaged 2019
	Executed Budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)	0	0	0			0	0
2 EU CONTRIBUTION	76,545,921	77,164,000	78,533,000		1.77%	78,533,000	78,533,000
Of which Administrative (Title 1 and Title 2)							
Of which Operational (Title 3)							
- Of which assigned revenues deriving from previous years' surpluses	918,000	1,089,000	738,000		-32.23%	738,000	738,000
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	2,202,400	2,076,848	2,123,800		2.26%	2,123,800	2,123,800
- Of which EEA/EFTA (excl. Switzerland)	2,202,400	2,076,848	2,123,800		2.26%	2,123,800	2,123,800
- Of which candidate countries							
4 OTHER CONTRIBUTIONS							
Of which delegation agreement, ad hoc grants							
5 ADMINISTRATIVE OPERATIONS	83,347	0	0			0	0
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES	0						
TOTAL REVENUES	78,831,668	79,240,848	80,656,800		1.79%	80,656,800	80,656,800

3. Calculation budget outturn

Table 3: Budget outturn and cancellation of appropriations

Budget outturn	2013	2014	2015
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	76,163,717.96	79,943,670.40	79,615,122.45
Payments made (-)	-69,013,665.16	-71,559,306.16	-71,261,085.63
Carry-over of appropriations (-)	-6,712,395.82	-7,789,288.82	-8,151,428.61
Cancellation of appropriations carried over (+)	383,720.58	300,664.19	509,211.80
Exchange rate differences (+/-)	768.29	978.81	-4,318.82
Adjustment for carry-over from previous years of assigned revenue	95,902.53	212,691.02	31,094.66
Outturn Pre-accession program DG Enlarg	-0.90	-20,343.27	-328.61
TOTAL	918,047.48	1,089,066.17	738,267.24

Cancellation of appropriations

a. Cancellation of commitment appropriations

Out of the available €79.66 million commitment appropriations, €79.50 million or 99.8% (99.7% in 2014) were utilised leaving €0.15 million commitment appropriations unutilised. Most of the under-spent originates from training and scientific meetings.

b. Cancellation of payment appropriations for the year

Out of the €78.16 million payment appropriations available, €70.39 million or 90.1% (89.3% in 2014) was paid and €7.5 million or 108% (11.4% in 2014) carried forward.

c. Cancellation of payment appropriations carried over

Out of the €7.42 million payment appropriations carried over, €7.23 million or 93.4% were paid leaving €0.51 million unutilised.

Justification

a. Budget outturn

The budget outturn decreased in 2015 compared to 2014 and stands at €0.74 million (€1.09 million in 2014) or 0.93% of total revenue. It mainly originates from cancellation of appropriations carried forward. Tight treasury management and payment forecast system allows optimisation of the treasury utilisation thereby reducing the outturn.

b. Cancellation of appropriations

The cancellation of the commitment and payment appropriations remains at same level compared to last year showing close monitoring of budgetary planning, implementation and control. The cancellation of commitment appropriations are mainly related to training and scientific cooperation meetings as explained above.

Annex III. Human resources 2016-2019 - Quantitative

1. Staff population and its evolution

Table 1: Overview of all categories of staff

Staff population		Staff pop. actually filled at 31.12.2014 ⁷	Staff pop. in voted EU Budget 2015 ⁸	Staff pop. actually filled at 31.12.2015	Staff pop. in Draft EU Budget 2016	Staff pop. actually filled at 31.12.2016	Draft budget 2017 ⁹	Staff pop. envisaged in 2018 ¹⁰	Staff pop. envisaged in 2019
Officials	AD	5	5	5	5		5	5	5
	AST	0	0	0	0		0	0	0
	AST/SC	0	0	0	0		0	0	0
TA	AD	210	229	212	225		222	221	221
	AST	115	103	110	100		96	93	93
	AST/SC	0	0	0	0		0	0	0
Total¹¹		330	337	327	330		323	319	319
CAG FIV		58	70	66	75		75	75	75
CAG FIII		4	9	4	11		13	13	13
CAG FII		41	40	32	38		36	36	36
CAG FI		1	1	1	1		1	1	1
Total CA¹²		104	120	103	125		125	125	125
SNE¹³		15	20	16	15		15	15	15
Structural service providers ¹⁴		71	60	61	60		60	60	60
TOTAL		520	537	507	530		523	519	519
External staff ¹⁵ for occasional replacement ¹⁶		20		26					

OTHER NOTES:

- 31.12.2015: posts filled include 3 offer letters sent and accepted
- Structural service providers are referred to (2015 FTEs):
- PTT Unit: PM&RS (8), Enterprise Architecture (3), Software Development (0), Quality Assurance (1), Infrastructure (4), Service

⁷ Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

⁸ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁹ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

¹⁰ Ibid.

¹¹ Headcounts.

¹² FTE.

¹³ FTE.

¹⁴ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE.

¹⁵ FTE.

¹⁶ For instance replacement due to maternity leave or long sick leave.

Desk (8), Application Mgmt & Support (3), B.O. Report Services (1), Business empowerment team (1).

- Corporate Services (CORSER) and Human Capital (HUCAP) Units: Guards (10), Cleaning (6), Huissier/Archive, Reception/Post Office (10), Maintenance (2), Building Technical Assistance (3), Safety consultant (0.5), Medical Doctor (0.5).

It should be noted that, in accordance with the staff regulations reform, EFSA is aware of the implementation of the new AST/SC type of post. Based on its needs analysis as well as on the interagency consultation to be implemented in the next coming months, EFSA will consider the possibility to progressively convert some AST posts into SC posts.

2. Multi-annual staff policy plan 2016-2019

Table 2: Establishment plan evolution 2016-2019

Category and grade	Establishment plan in EU Budget 2015		Actually filled as of 31/12/2015		Modifications envisaged in establishment plan 2015 in application of flexibility rule ¹⁷		Establishment plan in voted EU Budget 2016		Modification in year 2016 in application of flexibility rule		Establishment plan in draft EU budget 2017		Establishment plan 2018		Establishment plan 2019	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	1
AD 14	-	2	-	1	-	-	-	2	-	-	-	2	-	2	-	2
AD 13	-	2	-	1	-	-	-	2	-	-	-	2	-	2	-	2
AD 12	1	15	-	5	-	-	1	15	-	-	1	16	1	16	1	16
AD 11	-	11	-	5	-	-	-	11	-	-	-	11	-	11	-	11
AD 10	1	16	-	8	-	-	1	16	-	-	1	17	1	18	1	19
AD 9	1	41	-	26	-	-	1	42	-	-	1	42	1	43	1	44
AD 8	-	53	-	59	-	-	-	54	-	-	-	54	-	54	-	54
AD 7	1	58	4	46	-	-	1	57	-	-	1	56	1	55	2	54
AD 6	1	20	1	45	-	-	1	17	-	-	1	15	1	14	-	13
AD 5	-	10	-	16	-	-	-	8	-	-	-	6	-	5	-	5
Total AD	5	229	5	212	-	-	5	225	-	-	5	222	5	221	5	221
AST 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 8	-	3	-	-	-	-	-	3	-	-	-	3	-	3	-	3
AST 7	-	4	-	2	-	-	-	4	-	-	-	4	-	4	-	4
AST 6	-	8	-	1	-	-	-	9	-	-	-	9	-	9	-	9
AST 5	-	29	-	15	-	-	-	30	-	-	-	30	-	30	-	30
AST 4	-	30	-	35	-	-	-	26	-	-	-	23	-	23	-	24
AST 3	-	25	-	19	-	-	-	25	-	-	-	25	-	23	-	22
AST 2	-	4	-	35	-	-	-	3	-	-	-	2	-	1	-	1
AST 1	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Total AST	-	103	-	110	-	-	-	100	-	-	-	96	-	93	-	93
AST/SC6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	5	332	5	322	-	-	5	325	-	-	5	318	5	314	5	314

¹⁷ Ibid.

Annex IV. Human resources

2016 - 2019 - Qualitative

1. Recruitment policy

1.1 Statutory staff (Officials, temporary agents, contract agents)

In order to achieve the requested targets of reduction in the establishment plan posts in the coming years, a specific and analytical post management analysis is being implemented next to the efficiency initiatives. This is done to constantly monitor and ensure the right post allocation and, taking into account possible turnover rates, to define which freed posts could be phased out, upgraded or redeployed.

EFSA's recruitment strategy for statutory staff (officials, temporary agents, contract agents) is based on three main principles:

Principle 1: support the EFSA's transformation into an open science organisation with the aim to strengthen the Authority's mission in particular the openness and transparency principles.

Principle 2: Develop a talent acquisition process by streamlining the recruitment procedure and eliminating non-value steps while improving EFSA's positioning in sourcing top talent across Europe and ensuring an efficient and bias-free selection process.

Principle 3: Develop a competency-based approach to recruitment and selection, involving careful assessment of competencies and job roles in line with the identified business needs. Prior to the publication of an external call, an analysis of the in-house talents is performed in view of the possible internal redeployment and requalification of EFSA staff members. This creates career development opportunities and boosts the motivation, knowledge and experience of staff.

The recruitment procedure itself, as laid down in the Staff Regulations, has been streamlined to avoid unnecessary down times (significantly reducing the overall lead time) and to optimise resources involved. A number of improvement measures have already been implemented, including the following:

- Introduction of a mandatory conflict of interest assessment for selection board members regarding candidates they may know in a professional or personal capacity, which strengthens the transparency and fairness of the recruitment procedure.
- In line with Articles 11 and 11a of the SR/Articles 11 and 81 of CEOS and upholding EFSA's value of independence, the Appointing Authority (AIPN – Autorité Investi du Pouvoir de Nomination) examines prior to recruitment whether the candidate has any personal interest that would impair his/her independence or any other conflict of interest. All reserve list candidates, using a specific form (DoI) are required to inform the AIPN about any actual or potential conflict of interest. In such cases, the AIPN shall take this into account in a duly reasoned opinion and, if necessary, take mitigating measures as appropriate.
- Disclosure of the names of the selection board according to the Ombudsman's recommendation.
- Introduction of the so-called 'combined calls' for transversal competencies where reserve lists could be used to fill in vacant posts across all EFSA department/units, therefore

reducing the fragmentation effect in sourcing talent and increasing organisational efficiency.

- Introduction of an evaluation survey at the end of selection procedures for selection board members to get their views on the process and gather feedback for continuous quality monitoring and improvement measures.
- Launch of an EFSA career page in LinkedIn to enhance social sourcing.
- Redrafting of a number of communication materials which candidates receive (invitation emails, information documents sent as attachments, offer letter, etc) in view of improving overall presentation and structure, and therefore attractiveness of EFSA as an employer.
- Publication of "Frequently Asked Questions recruitment" on the EFSA website together with an automatic email reply to the recruitment functional mailbox, increasing candidates' satisfaction with the organisation and contributing to efficiency.
- Introduction of a revamped user-friendly vacancy notice contributing to the enhancement of EFSA's attractiveness as an employer.

In addition to the above, EFSA commits to further enhancing its talent acquisition and retention practices in the short-term by taking the following concrete initiatives:

- Integration of a talent screener section within the new IT recruitment tool to facilitate comparative assessment and recruitment of best talent.
- Develop an employer branding strategy to position EFSA as an employer of choice and reflect EFSA's values in all communication with potential candidates. This will contribute to sourcing and retaining top talent in accordance with EFSA's business needs.
- Introduce a targeted dissemination approach to the publication of vacancies via a clear step-wise process: 1) defining the vacancy profile; 2) defining the target group; 3) selecting the most appropriate media channels to reach the target audience. This will help reach and attract even those 'passive' candidates (not in active job search), who are among the best talent in their respective fields.
- Enhance the competency-based approach and integrate it in the different stages of the recruitment process – from assessing the profile based on the competencies and the required business needs, through introducing a competency-based structure during the interview stage.
- Develop systems to continuously monitor employee feedback, engagement and morale issues.

In the context of the talent management project and the introduction of a competency management process, EFSA launched a project to streamline job profiles and map their related behavioural and technical competencies in support of EFSA's strategy. Starting from selection, this will allow EFSA to enhance the way in which it manages and retains its talents. EFSA's career development model which includes three different career paths based on EFSA's needs and career aspirations of staff (consolidating competencies transversal career path, i.e. acquiring competencies in a different field, and vertical career path, i.e. deepening complexity and responsibility in the owned set of competencies) is implemented through talent review meetings at the end of each performance dialogue exercise. As from 2016, EFSA's talent reviews will also be the dedicated time to identify and develop possible future managers, so as to increase its readiness and responsiveness to foreseen and unforeseen challenges. This goes in line with building leadership capabilities for EFSA to achieve its strategic objectives.

The list below recaps the typical grades at which each job category is filled:

- Assistant Jobs family:
 - Assistant Job Category (staff carrying out administrative, technical or training activities such as assistance and/or secretariat requiring a certain degree of autonomy): typically these posts are filled by grades SC1-SC2, AST1-AST3; FGI.1-3; FGII.4-7 and long term mainly by FGI.1-3; FGII.4-7.
 - Technical Assistant Job Category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science, communication, following advice from the hierarchy. Technical assistants may also provide assistance in general and budgetary processes, as well as coordinate administrative work.): typically these posts are filled by grades AST4-AST9; FGIII.8-12.
 - Senior Assistant Job Category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination): typically these posts are filled by grades AST10-AST11.
- Operational Jobs family:
 - Junior Officer Job Category (staff providing junior officer expertise in a specific field of knowledge, e.g. junior legal officer, junior scientist, etc): typically these posts would be filled by AD5; FGIV.13.
 - Officer Job Category (staff providing officer expertise in a specific field of knowledge, e.g. legal officer, scientist, etc): typically these posts would be filled by AD6-AD7; FG IV.14-18.
 - Senior Officer Job Category¹⁸ (staff providing senior officer expertise in a specific field of knowledge, e.g. senior legal officer, senior scientist, etc): typically these posts would be filled by AD8-AD9.
 - Lead Officer (staff providing top level expertise in a specific field of knowledge, recognised both internally and externally to the organisation): typically these posts would be filled by AD9-AD12.
- Management Jobs family:
 - Manager Job Category (staff providing managerial expertise in the definition of the organisation strategy, e.g. Head of Department and staff providing managerial expertise in the implementation of the organisation strategy, e.g. Head of Unit): typically these posts would be filled by AD9-AD14.
 - Senior Manager Job Category (Executive Director): typically this post would be filled by AD14-AD15.

In accordance with the staff regulations reform, EFSA has approved and is already applying the new implementing rules for temporary staff for Agencies (TA2f) thus ensuring a more consistent staff policy.

Concerning the duration of employment, temporary agents and contract agents (long term) are currently offered a five year contract, renewable for another limited time period not exceeding five years. These contracts can be converted into contracts of indefinite period after the second renewal. All renewal contracts are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

In addition, EFSA is activating short-term contract agents (Function Group IV) to be allocated to its scientific departments ensuring the principle of budget neutrality. This engagement of staff allows EFSA to keep an adequate degree of flexibility both in view of the progressive transformation of its population from temporary to indefinite contract duration (due to second

¹⁸ Although in specific cases staff holding AD8 grade could cover a similar level of responsibility

contract renewals leading to indefinite contracts) and of the temporary coverage of annual or multi-annual project needs. When preparing the draft budgets, EFSA is committed to ensuring that the budget ceilings provided by the Commission are complied with. These short term Contract Agents', as approved by the Management Board for the Budget 2015, do not contribute to the balancing logic of staff categories but follows strict criteria of resource efficiency and financial capacity availability. Instead of outsourcing certain operational tasks and considering that such outsourcing is not allowed for core tasks of EFSA, it was therefore decided to adjust the number of Contract Agents for operational reasons, to address the structural backlog observed in certain areas.

1.2 Non-statutory staff¹⁹

1.2.1 Seconded national experts (SNEs) and national experts on professional training (NEPTs):

The objective of the SNEs programme is to foster the exchange of experience and knowledge of the European food safety risk assessment working methods and to widen the expertise network. In full compliance with EFSA's ED decision of 18 February 2013 laying down the rules on SNE and NEPT, experts can be seconded to EFSA for the duration of a minimum of six months to a maximum of four years. Experts on professional training have the opportunity to stay between a minimum of three to a maximum of five months.

The selection procedure is open and transparent through the publication of a call for expressions of interest on EFSA website.

1.2.2 Short-term attachment (guest scientist) – A new form of staff exchange

Since 2014, EFSA is developing other routes for two-way exchanges (swap) of experts with public administrations and public institutions (EU agencies and institutions, EU Member States, international and third countries risk assessment organisations). The purpose is to establish a more flexible short-term form of staff exchange to further enhance the scientific cooperation.

This new option allows for a short-term secondment of external scientific experts to EFSA as well as for EFSA staff to be seconded to Member States institutions. The duration of each exchange will be agreed between the partner institutions. It can be as short as five days and beyond, depending on the scope and objective of the specific exchange.

The 'guest scientist' attachment doesn't oblige the host institution to any financial contribution and is expected to further enhance the exchange of scientific knowledge and expertise, as well as the harmonisation of methodologies in the area of risk assessment.

1.2.3 Traineeships:

The objective of the traineeship programme is to enable trainees to gain practical experience in the daily work of the Authority. In addition, it gives them the opportunity to apply the knowledge they acquired during their studies, in particular in their specific areas of competence. In full compliance with EFSA's ED decision of 18 February 2015 on the traineeship and short-term study visit schemes at EFSA, the traineeship may last from a minimum of six months to a maximum of twelve months.

The selection procedure is open and transparent through the publication of a call for expressions of interest on the EFSA website.

¹⁹ NB Structural service providers are not employed by the agency.

1.2.4 Interims:

In compliance with both the EU legal framework and Italian labour legislation, EFSA's policy is intended to rely on interim services only under special circumstances and for very limited periods of time. Since 2013, EFSA has considerably reduced the resources allocated to the hiring of interim staff. In addition, the interim services framework contract signed in 2013 has introduced a broader spectrum of skills with the aim to include more technically specialised staff.

EFSA holds a framework contract managed by HUCAP Unit, which has been concluded with an "Agenzia Interinale" selected via a public call for tender in order to purchase interim services. The types of interim services that can be deployed are the following:

- Administrative support covering tasks performed by statutory staff classified as assistant level job category (temporary agent or contract agent). This corresponds to services with low/medium level of technical competencies to be delivered with a low/medium level of autonomy.
- Administrative, technical and scientific tasks performed by statutory staff classified as junior officer level job category (temporary agent or contract agent). This corresponds to services with medium/high level of technical competencies to be delivered with a medium/high level of autonomy.

In addition of providing ad-hoc temporary support for specific projects, EFSA is employing interim staff solely for replacements of absent staff members due to maternity leave, parental leave and sick leave.

1.2.5 Structural service providers

All services are procured via dedicated open calls for tenders. In particular all procurement activities are carried out in accordance with the following legal basis:

Basic act: Council Regulation (EC) 178/2002 (EFSA Founding Regulation)

Financial Regulation: Council regulation (EC, EURATOM) n. 966/2012, Title V

Rules of application: Commission Regulation (EC, EURATOM) n. 1268/2012

Table 4: Tasks performed by service providers

Enterprise Architecture	Enterprise architecture (EA) is a strategic planning process that integrates business and IT strategy to improve both financial efficiency and business effectiveness
Software Development	Developing software applications to meet business needs
Quality Assurance	It is the systematic measurement, comparison with a standard, monitoring of processes and an associated feedback loop that confers error prevention.
Infrastructure	Manage services, e mail services, Storage services, archiving, to support EFSA IT operation
Service Desk	a primary IT service to meet the communication needs of both Users and IT employees, single point of contact, incident management
Application Mgmt&Support	Ensure that IT Systems in operations fulfill the day-by-day expectations of the business users
B.O. Report Services	Develop and maintain business reports on demand
Guards	A. Physical security services 24h/day; B. Support to emergency procedures; C. Transport and offsite storage of EFSA' s sensitive items; D. On demand services.
Cleaning	Provide cleaning services of offices in EFSA on weekdays and, on request, on Saturdays and during official holidays of the "Authority"; provide all cleaning products (detergents, glass cleaner, disinfectant, wax, etc..) and tools operational supply and distribute all consumer products (eg toilet paper, paper towels, soap, trash bags, etc ...); supply and install sanitary accessories; monitor, inspect and organize the cleaning services (times, personnel , etc ...); to perform rodent control, pest control of small insects; provide washing and ironing of various textile materials.
Huissier/Archive	Execute the set-up of meeting rooms and common spaces according to EFSA needs, and provide logistical support to events and meetings. Ensure secure professional management of EFSA records (administrative and scientific documents), including on-site treatment of paper archives as well as the provision of external storage.
Receptionist/Post Office	Provide a professional Reception service, welcoming visitors and managing incoming phone calls to ensure the high level of the corporate image of EFSA and a complete service of receipt, registration, distribution and expedition of mail to EFSA Staff every working day of the year.
Maintenance	Maintenance of the building and all its facilities.
Safety Consultant	A. Advising and support EFSA on compliance with relevant Health & safety legislation and in particular with the Italian decree D.Lgs.81/08; B. Undertaking periodic safety inspections in all the workplaces and producing a written report; C. Organising periodic fire and emergency evacuation drills in cooperation with the Emergency Team; D. Participating in the periodical H&S meetings organised by the H&S Committee.
Building Technical Assistance	Facilities Management Consultancy services in the Infrastructure and Support: 1. Civil Engineer (structural) 2. Electrical Engineer 3. Thermo-Hydraulic Engineer 4. Security Engineer 5. Safety Consultant 6. Interior Designer 7. Environmental Engineer
Medical Doctor	The Medical doctor is assigned to responsibilities related to the workplace, such as: A. Preventive Medicine (annual medical visits, annual anti-flu campaign (link to the news), etc.); B. Occupational Medicine (consultations with staff, assessment of workstations, ergonomics, compliance with health and safety requirements); C. Travel Medicine and Dispensary Care (vaccinations for staff travelling on mission); D. Networking and Committees (Health & Safety Committee, inter-institutional Medical College, liaison with Medical Advisers of EU Institutions/Agencies); E. Medical Files; F. Pre-employment Medical Visits

1.3 Benchmarking of key functions in the agencies

<i>Key functions (examples)²⁰</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</i>	<i>Indication whether the function is dedicated to administration support or policy (operational)</i>
CORE FUNCTIONS			
Senior Manager/Executive Director	TA	AD 14	Coordination
Manager/HoD-HoU	TA	AD 9 (for HoU)	Coordination/Operational
Lead Expert/Administrator	TA	AD 9	Operational
Team Leader/Administrator	TA	AD 6	Operational
Senior Officer/Administrator	TA	AD 8	Operational
Officer/Administrator	TA/CA	AD 6 FG IV (.14)	Operational
Junior Officer/Administrator	TA/CA	AD 5 FG IV (.13)	Operational
Senior Assistant	TA	AST 10	Operational
Assistant	TA/CA	AST 1 – AST 4 FG I – III	Operational
SUPPORT FUNCTIONS			
Head of Administration	TA	AD 12	Administration ²¹
Head of Human Resources	TA	AD 9	Administration
Head of Finance	TA	AD 11	Administration
Head of Communication	TA	AD 12	Operational
Head of ITS	TA	AD 10	Administration/Operational
Webmaster- Editor	TA	AD 8	Operational
Secretary	TA/CA	AST 1-2, FG II	Administration
Assistant	TA/CA	AST 1 – AST 4 FG I – III	Administration
Mail Clerk	NA	Service Providers	Administration
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD 6 – AD 8	Administration
Accounting Officer	TA	AD 6 – AD 8	Administration
Internal Auditor	TA	AD 6 – AD 8	Administration

2. Appraisal of performance and reclassification/promotions

At EFSA we aim to promote talent development throughout the entire career trajectory. This takes place through a dialogue between each staff and his or her manager, notably to set progress objectives. The dialogue also serves to align the needs of the team with each individual's career plan.

The performance dialogue exercise is essential for the effective management and assessment of people. It supports the development of people, improves organisational performance, and feeds

²⁰ Decision on post types and titles currently under discussion with the European Commission. The annex will be updated accordingly following such discussion and decision.

²¹ In EFSA activity based classification, posts allocated to the implementation of Admin. & Governance processes are considered to correspond to the category 'Administration' as defined in the template while all posts dedicated to operational processes are corresponding to the operational category defined in the template.

into business planning. It enables management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks.

While the key elements of EFSA’s performance management system integrated within the career development model have not changed, the 2015 performance dialogue exercise has marked the enhancement of moderation and the introduction of an inter-department moderation meeting. This meeting ensured that appraisal at EFSA has been fairly and consistently conducted and that there is a common understanding of the standards required for success at EFSA.

Thanks to EFSA’s performance dialogue console, EFSA continues to be fully aligned with legal requirements. It was therefore possible to extract all information (from career development to performance) and guide possible career and promotion opportunities in a more accurate and efficient way.

As regards talent review meetings, their purpose continued to reinforce the annual dialogue between management and staff members by highlighting the link with career development of staff and promoting that all staff takes the time to reflect on their career aspirations while keeping updated on EFSA’s business needs and evolutions.

Decisions on the promotion and reclassification in grade have been implemented for temporary agents, officials and contract agents who are eligible in accordance with the implementing rules.

The outcome of the 2015 promotion/reclassification exercise resulted in 43 statutory staff members being promoted/reclassified (corresponding to approximately 12% of eligible staff), distributed as follows: 31 temporary agents and 12 contract agents (out of the final list of 43 staff members promoted/reclassified, nine were pending a third language and four did not meet the third language requirement before 31/12/2015).

Apart from promotion/reclassification, other actions relating to career development were discussed at the 2015 talent review meetings. Having in mind the career aspirations expressed by people, 52 actions towards people’s development were proposed, including the offer of six high profile courses (courses of up to €15,000 leading to a certification, PhD, or in general to enhancing the person’s CV). With prior assessment on the availability of necessary budgetary resources and vis-à-vis the appraisal philosophy that EFSA wants to implement (i.e. focusing the reward on top performers of the Organisation), for the coming years it is foreseen to closely monitor EFSA’s promotion rate so as to respect as much as possible rates indicated in Annex IB of the Staff Regulations.

Following changes to staff regulations, promotion rules have been adapted to take into account the Commission’s approach. EFSA will implement these rules during the 2017 promotion/reclassification exercise.

Table 1: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted / reclassified in 2015		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 15					
AD 14					
AD 13		1			
AD 12		3			
AD 11		9			
AD 10		8			
AD 9		29		1	4.17
AD 8		49		6	7.36
AD 7	3	40		3	4.70
AD 6	2	50		7	5.04
AD 5		16		2	5.69

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted / reclassified in 2015		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
Total AD	5	205		19	
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6					
AST 5		11		1	5.84
AST 4		34		2	5.25
AST 3		19		2	4.84
AST 2		42		5	6.71
AST 1		7		2	7.30
Total AST	0	115		12	
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0			
Total	5	320		31	

Table 2: Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	3		
	15	1		
	14	37	2	5.29
	13	14	2	5.27
CA III	12			
	11			
	10			
	9	2		
	8	2		
CA II	7			
	6			
	5	24	4	5.24
	4	19	4	6.63
CA I	3			
	2	1		
	1			
Total		103	12	

3. Mobility policy

3.1 Mobility within EFSA

EFSA recognises the benefit of mobility in order to ensure the continued ability to satisfy its requirements in terms of performance, efficiency and quality of service, by creating a motivated workforce that can respond to future demands and challenges.

Mobility at EFSA represents a flexible and sustainable procedure to manage resources internally in order to respond to the short and medium term organisation needs. This, in turn, provides career development opportunities for staff – EFSA's main asset - resulting in the retention and motivation of a versatile workforce.

It aims to find the optimal fit between the needs of the organisation in the first place and secondly on the individual career aspirations and to ensure that in-house talent is used to its full potential.

Following the adoption in June 2015 of the new rules on engagement and use of temporary agents 2(f) and in line with article 6(1) of this decision, EFSA has described and implemented a new process applicable to all internal selection procedures.

As usual, all internal moves are processed via article 7 of the Staff Regulations and for transparency purposes they are published internally on the intranet portal.

In order to ensure its continued ability to perform and deliver efficient service of quality, EFSA has put in place a number of internal mobility opportunities, creating a motivated and versatile workforce able to respond to future demands and challenges.

During 2015, 80 EFSA staff members changed job through internal mobility, both to respond to business needs and to staff motivations. In practical terms, the tools used to cover vacant posts internally have been career opportunity projects, performance dialogue career motivations, talent review outcomes, assignments to specific projects, transfer in the interest of service including compulsory mobility (e.g. after ten years of service in the same function) related to sensitive and managerial functions..

3.2 Mobility amongst agencies (Inter-agency job market)

On 6 October 2009, EFSA joined the inter-agency job market (IAJM). As for all other agencies, the basis of EFSA's participation in the interagency job market is to offer possibilities of mobility to staff in agencies by assuring a continuation of careers and grades.

3.3 Mobility between the Agencies and the EU Institutions

At present, there is no mobility policy between the Agencies and the EU Institutions.

4. Gender and geographical balance

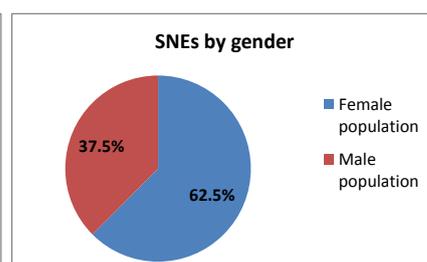
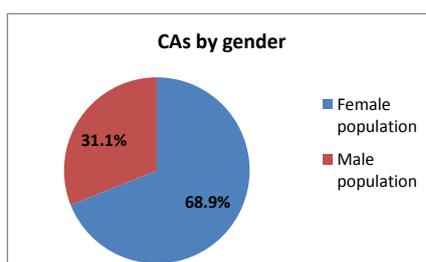
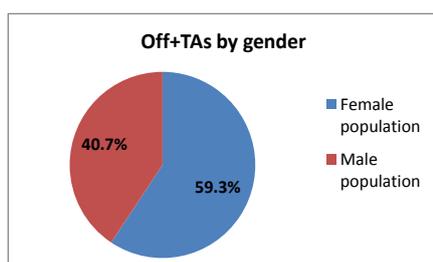
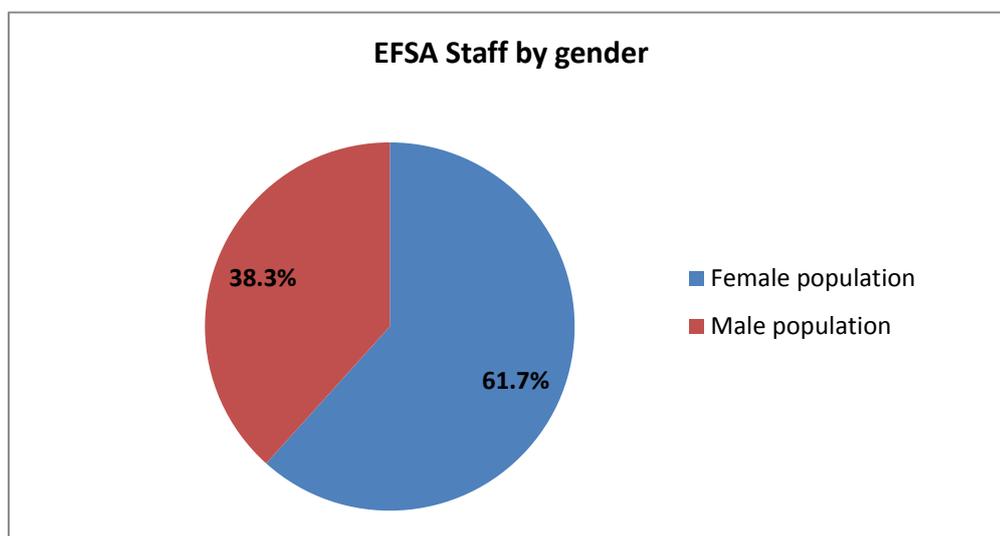
4.1 Gender balance (31.12.2015)

The overall gender balance among EFSA's staff – as depicted in the graphs below – shows a female prevalence; such a majority is more marked among Contract Agents and Seconded National Experts

As a measure to promote equal opportunities, the terms of the vacancy notices published prevent any kind of discrimination and the selection board's composition is balanced as far as possible.

Without prejudice to non-discrimination practices, EFSA will try to follow as much as possible a gender balanced structure of its staff, at the time of the appointment of the successful incumbent. In particular, EFSA has introduced a verification step at the end of each selection procedure to assess the impact of the potential recruitment in terms of gender and nationality balance.

Figure 1: EFSA staff by gender:



4.2 Geographical balance (31.12.2015)

EFSA's recruitment policies are designed to attract and retain the best competences to support the delivery of its work plan, with no discrimination with regard to gender and geographical balance, in compliance with the Staff Regulations.

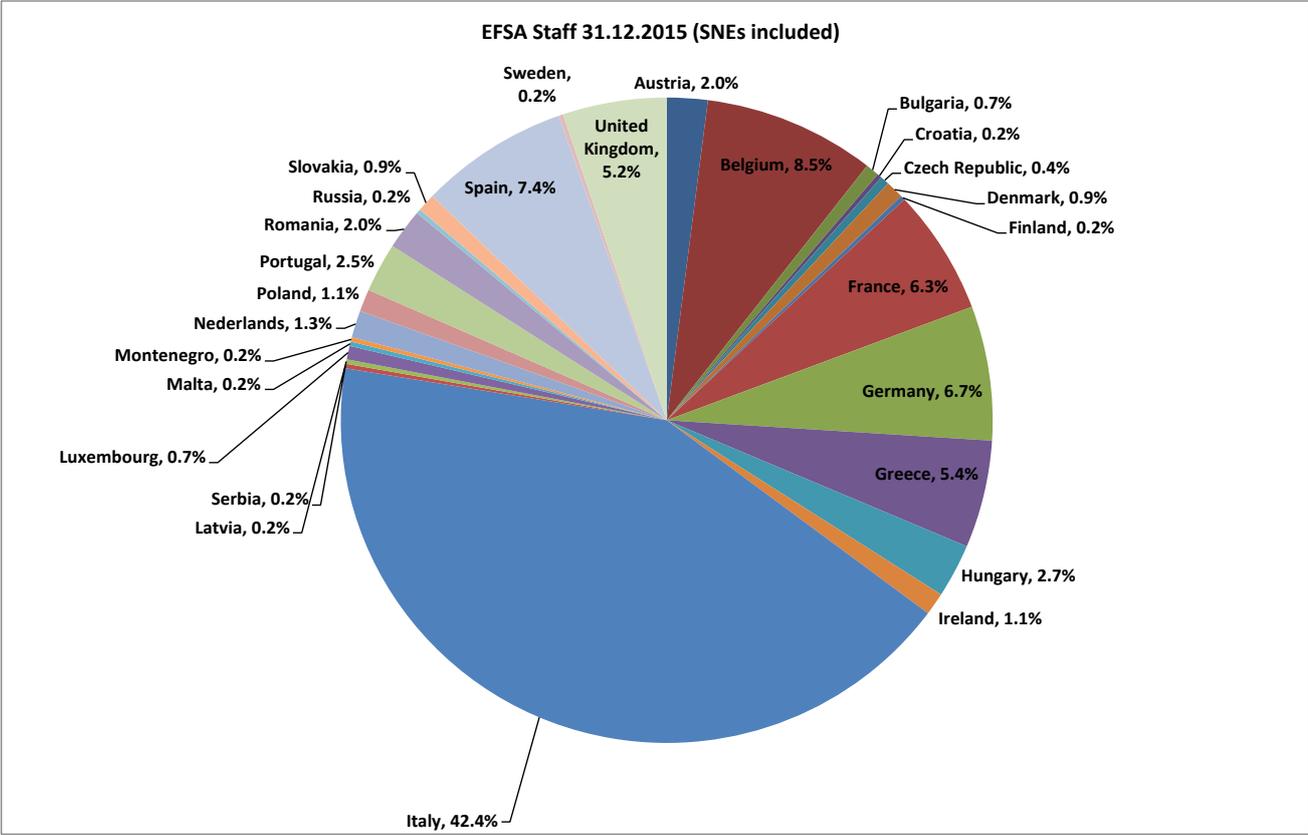
Implementing measures include the following:

- In order to promote equal opportunities, the terms of the vacancy notices prevent any kind of discrimination and the selection board's composition is balanced as far as possible.
- broad dissemination of vacancy notices through the publication in the specialized international press as well as in the relevant social media;
- close collaboration of EFSA management with the Board of European Schools and the management of the Scuola per l'Europa in Parma to ensure that staff members' children enjoy multilingual top quality education (i.e. candidates with children will not refrain from applying if they know that excellent multilingual education opportunities are offered in Parma).

Moreover, as a keystone of European Union food and feed safety risk assessment, EFSA provides a sound foundation for European policies and legislation, which benefit citizens directly by ensuring a high level of food safety and consumer protection. Hence, this citizens' dimension is

reflected in the way how EFSA's is functioning and is an integrated part of EFSA's governance and working practices.

Figure 2: EFSA staff by nationality:



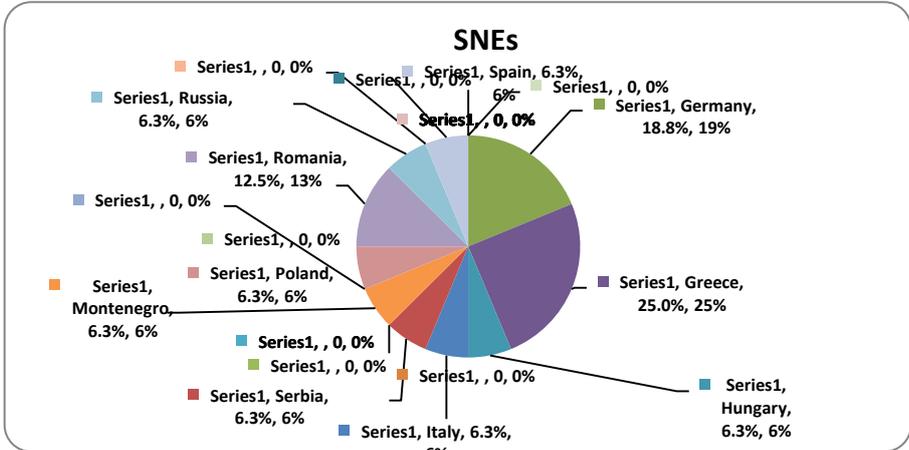
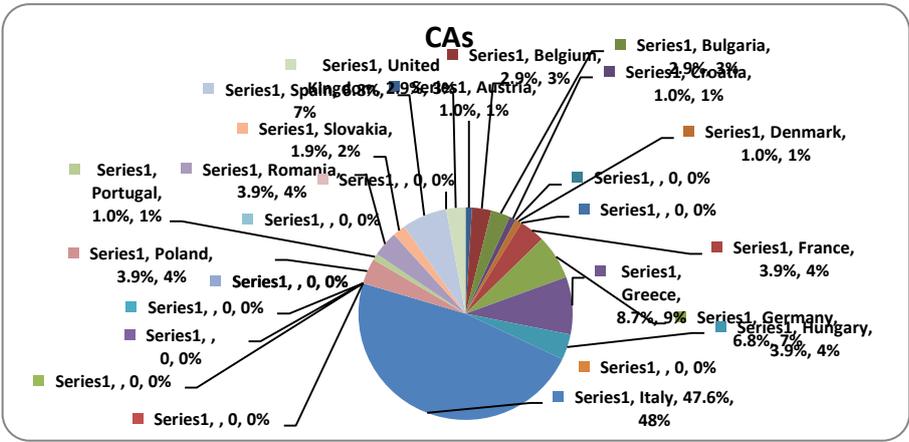
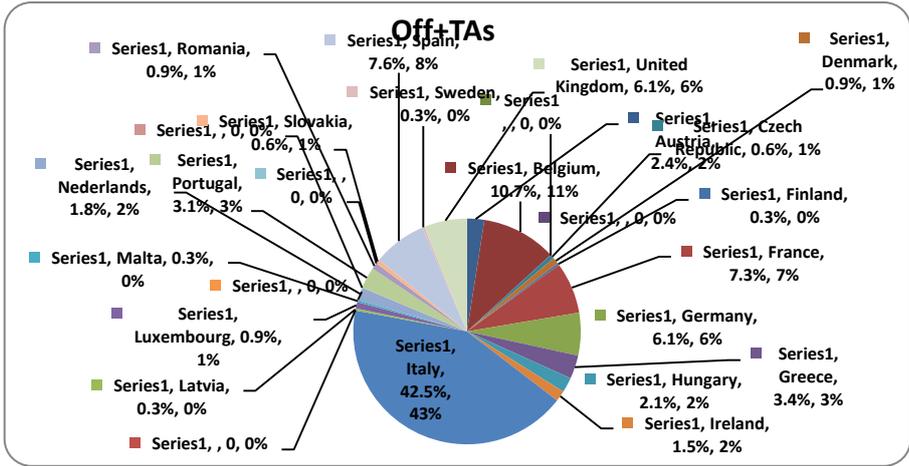
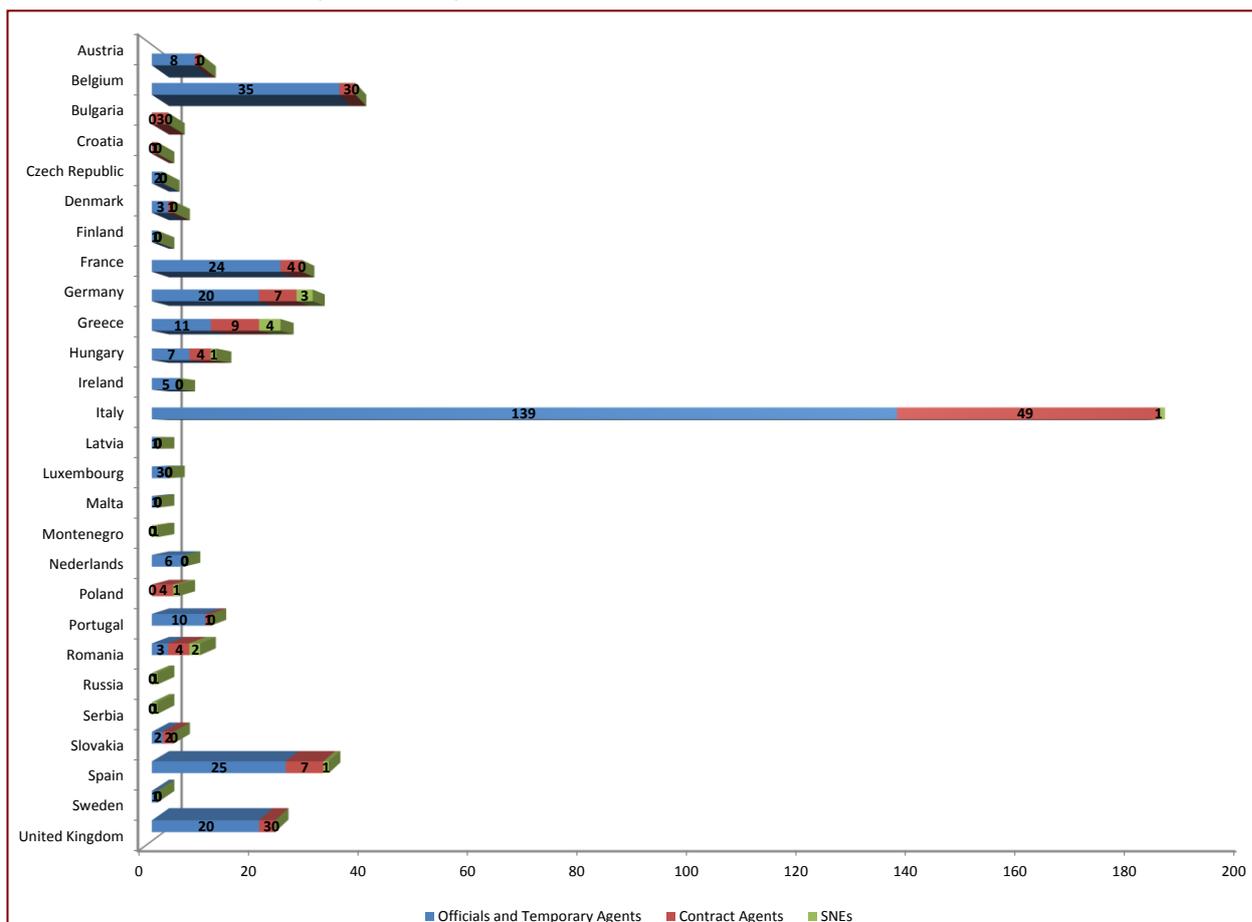


Figure 2: Total number of staff by nationality:



5. Schooling

EFSA considers schooling as an essential part of its staff policy. For this purpose, a “European” school (“Scuola per l’Europa”) was established in 2004 and accredited in 2008 under the system of European schools. The school includes teaching up to the baccalaureate title. In 2009, the Italian authorities have commissioned the construction of a new building to host the school (the current facilities being in poor conditions), through a project totaling a value of €35 million (to be paid by Italian authorities).

Due to financial difficulties with the constructor, construction works were suspended in 2012 (at about 90% completion). Since then, the authorities and local stakeholders have been trying to identify funding sources and define proper modalities to complete the works. EFSA is monitoring the situation and liaises with local and national authorities to ensure that the situation is unblocked as rapidly as possible. Recent developments show that construction could be resumed and completed in 2016.

A contribution to the EU accredited School in Parma worth €1.03 million, was paid from the EFSA’s budget in 2015. The amount budgeted to be paid in 2016 and 2017 has been slightly increased to cover the foreseen increases both in the annual school fees and in the number of pupils and children.

Table 7: Number of pupils per scholastic year

2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
125	142	147	140	148	150

Annex V: Buildings

1. Current building(s)

	Name, location and type of building	Other comment
Information to be provided per building:	EFSA seat, Parma, office building	EFSA seat was acquired on 19 December 2011.
Surface area (in square metres) Of which office space Of which non-office space	27.500 m ² total 14.200 m ² office space 1.600 m ² restaurant / kitchen 11.700 m ² parking, basement and technics	
Annual rent (in EUR)	€1.8 million	
Type and duration of rental contract	25 years, ending December 2036	
Host country grant or support	0	
Present value of the building	€26.76 million	Capital value remaining due at 31/12/2015

2. Building project in the planning phase

Not applicable

3. Building projects submitted to the European Parliament and the Council

Not applicable

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
In the Seat Agreement Italy committed to apply to the Authority the privileges and immunities provided for in the Protocol on the privileges and immunities of the European Communities, signed in Brussels on 8 April 1965	The Executive Director of the Authority and members of the senior management team, their spouse and dependent family members are granted privileges and immunities, facilities and concessions granted by the Italian Government to members of equivalent rank in the diplomatic corps in Italy	
The Authority, its assets and funds, wherever they may be, are immune – in the performance of the official activities – from any form of legal proceedings and are not the subject of any administrative or legal measure of constraint	Staff is exempt from national taxes on salaries, wages and emoluments paid by the Authority	
The premises and the buildings used by the Authority as well as the archives are inviolable	Staff is immune from legal proceedings in respect of acts performed by them in the exercise of official duties	

Annex VII: Evaluations

With the adoption in June 2014 of the Implementing Rules to the Financial Regulations, EFSA is equipped with a regulatory framework that integrates ex-ante and ex-post evaluations of significant programmes and activities, in order to improve decision-making. In 2015, EFSA developed its policy approach towards applying these provisions and implemented them by chartering all activity of the Authority by process and project. Furthermore, business cases were updated and developed for transformation programmes and other selected expenditures.

Ex-ante evaluations allow for addressing the business cases; the scope of the programmes, projects or activities when they represent at least 5% of the annual operational budget; the policies and the management objectives that are to be achieved and the link to the Authority priorities.

Ex-ante evaluations in particular cover:

- a)** the options available, including the risks associated with them and the priority (low/medium/high); where projects were started prior to 2014, an update of the business case demonstrating the value of the choices made in the prior period was completed.
- b)** the results and impact expected including the indicators and evaluation arrangement needed to measure them;
- c)** the most appropriate method of implementation for the preferred option(s); where projects were started prior to 2014, a review of implementation methods was assessed.
- d)** the internal coherence of the proposed programme, projects or activity and its relations with other relevant programmes, projects or activities;
- e)** the volume of appropriations, human resources and other administrative expenditure to be allocated to each proposal with due regard for the cost-effectiveness principle;
- f)** The monitoring, and reporting arrangements which have been standardized across all projects and processes of the Authority.

The above practice will be further specified and verified with the continued maturation and improvement of EFSA's project management methodology.

Ex-posts evaluations cover all programmes, projects or activities where the mobilised resources exceed 10% of the annual operational expenditure of the Authority. In practice, the project methodology requires it even for smaller projects.

The second meta evaluation of EFSA as foreseen in Art.61 of REG N° 178 (2002) is expected to be commissioned in 2017 with the results submitted to the European Parliament and the Council in 2018.

Annex VIII: Risks year 2017

An important element of EFSA's strategic planning is the continuous identification and analysis of the relevant risks that might affect the achievement of the objectives of the organization. EFSA risk assessment is an on-going, iterative process to identify changed conditions and take actions as necessary. This is crucial in formulating a risk management strategy based on a good awareness and understanding of the risk environment.

EFSA has in place a risk policy that establishes the context and framework for managing risks. In line with the policy, EFSA organizes a yearly high level risk management workshop aiming at capturing and assessing potential risks. The use of a risk ranking helps EFSA setting management priorities treating risks with high likelihood and major potential impact. .

The 2016 workshop will provide an updated risk profile and will widen the cooperation with stakeholders on risk matters. This approach will certainly be a valid support to the EFSA initiatives in managing its risks. Furthermore, the 2016 workshop will also help assessing the risks that might arise from the 2020 strategic objectives.

In 2017, EFSA will review and assess the impact of the initiatives taken to mitigate risks identified during the workshop in the previous year. The evaluation of the status of implementation of the planned actions might result in a new risk ranking and updated risk profiles.

Out of the overall risks identified in the previous years, the efforts to maintain the scientific excellence at the top by further improving the innovative capacity is a corner stone of the Strategy 2020. In 2017, EFSA will be able to evaluate the actions started in 2016 and the innovative new initiatives taken to limit the risk of 'being static'.

The identified issue of attracting the required expertise and talents to deliver high quality science has been addressed through the Advisory Forum, the Focal Points Network and the delivery of the talent management project. In 2017, it will be possible to assess the results of the planned initiatives such as: the PhD Program, the cooperation with universities and the innovation prize.

Finally, the risk of 'being narrow' will be mitigated through a set of initiatives starting in 2016. These initiatives aim at improving the collaboration with scientific organizations and increasing the communication with the Member States.

Annex IXa. Procurement plan year 2017 (Preliminary 2017 work programme for grants and operational procurements – Financing Decision)

1. SCIENCE PROGRAMME, procurements, grants and prizes

Introduction

Public procurement, grants and prizes procedures of EFSA are governed by the relevant EU Regulations, particularly European Parliament and Council Regulation (EU, EURATOM) No 2015/1929 on the financial rules applicable to the general budget of the Union (hereinafter referred to as 'EU Financial Regulation'-'FR') and the Commission Delegated Regulation (EU) No 2015/2462 on the rules of application of Regulation No 2015/1929 (hereinafter referred to as 'Rules of Application'-'RAP').

Article 84(2) of the EU Financial Regulation states that: "Except in the case of appropriations which can be implemented without a basic act in accordance with point (e) of the first subparagraph of Article 54(2), the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution".

Article 94 of the Rules of Application, states under paragraph 2, that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement. In addition under paragraph 3 it is stated that the work programme which contains the information set out in paragraph 2 shall be considered to be the financing decision for grants, procurement and prizes.

Specific for grants: Article 128 of the EU Financial Regulation states that: "Grants shall be subject to a work programme, to be published prior to its implementation."

Article 5(2) of Commission Regulation (EC) No 2230/2004 (of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission) foresees that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules. Based on these rules the grants shall be subject to a public annual work programme which, as a rule, will be implemented through the publication of calls for proposals.

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety

Specifically for grants:

- Article 36 of Regulation (EC) No 178/2002.
- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Procurements, grants and prizes are implemented in line with of the EU Financial Regulation.

Budget lines

3010, 3110 and 3431.

Tasks to be entrusted, objectives to be achieved, priority areas, and results to be expected

Outsourcing work to institutions and organisations in Member States, or to those in other countries, enables EFSA to use a wider spectrum of scientific excellence.

Tasks entrusted to institutions and organisations are foreseen for the following preparatory activities:

- I. Provision of scientific opinions and advice and risk assessment approaches;
- II. Evaluation of products, substances and claims subject to authorisation;
- III. Data collection, scientific cooperation and networking.

Eligibility and exclusion criteria

- For grants:
applicants must be on the list adopted by the Management Board of EFSA on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in the Commission Regulation (EC) No 2230/2004;
applicants shall not be, at the time of a grant award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.
- For procurement:
tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in EFSA tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by EFSA;
tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.

Selection and award criteria

The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are two sets of selection criteria to be assessed:

- Financial capacity;
- Technical capacity.

The proposals/tenders which meet the selection criteria will be evaluated against the award criteria indicated in each call. In general, in each call there is assessment of quality and price (budget in case of grants). Here below is one example of the most frequently used criteria:

- the quality of the submitted proposal/tender, e.g. assessing aspects as listed below:
 - the proposed project management by the applicant/tenderer;
 - risk management approach;
 - measures proposed to meet deadlines;
 - quality control measures, etc.
- the cost effectiveness of the estimated budget (in case of grants) / the price (in case of procurement).

Importantly, each call will specify in detail all the award criteria.

Maximum rate of co-financing for grants

Up to 90% of the eligible costs, however the call for proposal might specify lower co-financing rates.

Schedule of calls for proposals and tenders for 2017

Launch of calls for proposals/tenders: December 2016 – December 2017.²²

The above indicative timetable will be further detailed on EFSA website once more details on the timing of the calls will be available.

Indicative amounts available for calls for proposals/tenders for 2017

The proposed budget of €10.50 million (rounded) for scientific projects in 2017 is comparable to the approved 2016 budget of €9.78 million (rounded) for the same activities, and reflects the importance for the Authority of the budget allocated for such projects.

Consolidating the trend of previous years, EFSA is increasingly using long-term procurement contracts, such as four-year framework contracts or multi-annual direct contracts instead of short-term contracts. In line with EFSA's scientific cooperation roadmap, the intention is to continue moving towards larger projects of longer duration also in the case of grants. EFSA has positively tested, as a pilot, in 2015, and confirmed in 2017, two new cooperation tools: thematic grants and framework Partnership agreements (FPA). Both these new tools are targeting organisations listed under Article 36 of EFSA's Founding Regulation and are considered complementary to the Article 36 grants used so far by EFSA. In 2017, EFSA will initiate the fellowship grant agreements and the twinning grants.

In the case of **thematic grants**, specific projects of innovative nature are expected to be put forward by Article 36 organisations in response to a broad themed call for proposals launched by EFSA (e.g. new trends in identifying and characterizing hazards). Therefore, this represents a bottom-up approach compared to the top-down approach applied for specific Article 36 grants (i.e. Article 36 grants used so far by EFSA). The EFSA co-financing rate is expected to be lower for thematic grants (50%) compared to the specific Article 36 grants (at present 90%).

A FPA can be considered as an 'umbrella agreement' (of up to four-year duration) that sets out

²² In case a call for proposals/tenders is launched before the official approval of the budget, a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2017 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

the terms under which grants for a given assignment can be awarded. The assignments need to fall under the scope of the FPA.

Increased cooperation with Article 36 organisations is expected to facilitate the coordination of activities, exchange of information, development and implementation of joint scientific projects, as well as the sharing of expertise and best practices in the fields within EFSA's mission.

Table 1 below provides a breakdown of the proposed EFSA budget for scientific grant, prizes and procurement projects in 2017 by type of outsourcing schemes and tools / procedures. Projects implemented under existing or new framework contracts (of up to four-year duration) represent 33% of the overall budget. This builds on the trend from previous years to increase the use of long-term procurement contracts over the more specific and short-term contracts to increase efficiency in the medium-term. Open calls for tender and negotiated procedures (resulting in direct contracts for 'one-shot' services) account for 19% of the draft work programme in terms of their overall expected budget. Overall the share of procurement projects account for half of the proposed EFSA budget for scientific projects to be outsourced in 2017.

Similar to procurement projects in science, the intention is to move towards bigger projects of longer duration also in the case of EFSA grants. The share of thematic grants as a new long-term cooperation tool, represent around 14% of the expected overall budget and has increased since 2015. Overall, the share of grants available for Article 36 organizations amounts to 46% of the draft budget for outsourcing scientific projects, which is an increase by 16% in comparison to 2016 overall budget.

The EFSA scientific cooperation roadmap sets out a series of initiatives to increase risk assessment training opportunities together with the Member States, one of them being the "Fellowship Programme". This one-year training-by-doing programme aims to attract young scientists from Member State authorities with limited experience in food safety risk assessment. They will be placed in organisations with solid risk assessment capacity in other Member States in order to build capacity across organisations and Member States, contributing to harmonising methodologies and practices within the EU. The "Fellowship Programme" will be continued as a grant in 2017 and 2018 for an amount of €600,000 each year. This will allow the hosting organisation the payment of a subsistence allowance for each fellow accepted, as laid down in an agreement signed between EFSA and each hosting organisation.

Prizes

In 2016 EFSA launched the first contest for an innovation prize. This contest was framed under procurement, in line with EU Financial Regulation.

As regards the reference to the **basic act** and **budget lines**, refer to the above information for science procurement.

In line with the strategic objective of EFSA, the contest foreseen for 2017 aims at stimulating and rewarding innovation thinking in a competition among eligible candidates under a set topic. The contest shall contribute to implementation of open and innovation prone EFSA. The winning proposals will be awarded monetary/non-monetary prizes and will allow EFSA the use of the innovative methods in its work.

The indicative timing: launch contest in spring 2017.

The indicative amount: the budget allocated to this initiative is estimated in this pilot phase to not more than €160.000 (2% of the 2017 overall budget), which shall cover all the costs linked with the contest, including the prize and the publicity campaign necessary for the success of the contest.

The innovation themes were not yet defined at the stage of drafting WP. They will, however, fall

within the remit of one of EFSA science departments and under the procurement portion of their budget.

As regards the award criteria, all the eligible entries will be assessed against quality award criteria, such as innovation added value, usability of innovation in EFSA work and possible dissemination of innovation. Exact award criteria will be defined in the rules of the contest. The price criterion is irrelevant for prizes.

Table 1: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2017 by type of outsourcing schemes and tools / procedures

Outsourcing scheme	Outsourcing tool / procedure	Proposed budget [€, rounded]	Share of total [%]
Procurement/Prizes	I. Implementation of existing framework contracts through specific contracts or order forms	3,488,300	33%
	II. Other Procurements (open calls and negotiated procedures)	2,027,879	19%
	III. Prizes	160,000	2%
Grant	IV. Joint projects and implementing FPA 's grants for Article 36 organisations	700,000	7%
	V. Thematic grants for Article 36 organisations	1,500,000	14%
	VI. National Focal Points Agreements in EU Member States, Iceland and Norway	1,020,000	10%
	VII. Fellowship programme	600,000	6%
	VIII. Twinning projects	1,000,000	10%
Total		10,496,179	

With the exclusion of thematic grants²³, around 50% of the remaining overall €8.72 million (rounded) of the draft 2017 budget for scientific grant and procurement activities is expected to be implemented by the Risk Assessment and Scientific Assistance Department (RASA), around 16% by the Scientific Evaluation of Regulated Products Department (REPRO) and around 32% by the Risk Communication Department (COMMS) of EFSA (see Table 2 below). The figure for the RASA department is stable in comparison to 2016. For the REPRO Department the figure is low in comparison to 2016 and for the COMMS Department the figure has increased since previous years.

Table 2: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2017 by scientific departments of EFSA (excluding thematic grants)

Name of EFSA scientific department	Proposed budget [€, rounded]	Share of total [%]
Risk Assessment and Scientific Assistance (RASA)	4,602,300	53
Scientific Evaluation of Regulated Products (REPRO)	1,413,879	16
Advisory Forum and Scientific Cooperation Unit (COMMS)	2,820,000	32
Total (excluding thematic grants and prize)	8,836,179	100

The evolution of the EFSA budget allocated for grants and procurement in science is presented in Table 3. Specific information about current and past EFSA grant and procurement activities in science and corresponding annual work programme are available on EFSA's website²⁴.

²³ In the case of thematic grants the specific projects will be proposed by the Article 36 organizations based on a broad theme identified by EFSA. As a consequence, at the time of preparation of this document, their distribution amongst the three science departments of EFSA cannot be determined.

²⁴ Current and previous years' work programmes for grants and procurement in science are available on the EFSA website at:

Table 3: Evolution of the EFSA budget allocated for grants and procurement in science (commitment target vs. commitment executed)

Year	Commitment target [€, rounded]	Commitment executed [€, rounded]	Change target vs. executed [%]
2012	9,220,000	9,430,000	+2.3
2013	10,520,000	10,800,000	+2.7
2014	9,480,000	11,730,000	+23.7%
2015	9,054,000	9,830,000	+8%
2016	9,773,300	not yet known	not yet known

COMMUNICATION PROGRAMME

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2017 following 2017 calls for tenders or under the existing framework contracts signed before 2017. All the 2017 calls for tenders will be duly advertised as per applicable EU public procurement rules.

Basic act and legislation setting procurement rules to follow:

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Public procurement procedures of EFSA are governed by the relevant EU Regulations, particularly European Parliament and Council Regulation (EU, EURATOM) No 2015/1929 on the financial rules applicable to the general budget of the Union (hereinafter referred to as 'EU Financial Regulation'-'FR') and the Commission Delegated Regulation (EU) No 2015/2462 on the rules of application of Regulation No 2015/1929 (hereinafter referred to as 'Rules of Application'-'RAP').

Budget lines:

BL3410; BL3420; BL3520

Exclusion criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Selection and award criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the communication programme will support:

<http://www.efsa.europa.eu/en/calls/procurement>. Examples of grant and procurement reports delivered to EFSA are available at <http://www.efsa.europa.eu/en/publications.htm>, select "External scientific report" from the advanced search function.

- processes such as communications content development, communication tools and dissemination, media relations, risk communications networks, communications research, evaluating and monitoring for an amount of €1,495,000;
- organisation of communication events related to specific scientific topics (outreach events and corporate support) for an amount of €1,100,000.

Indicative schedule of calls for tenders for 2017:

- Launch of calls for tenders: January 2017 – October 2017

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

- Expected signature dates of contracts: June 2017 – December 2017

Indicative amounts available for 2017:

Table 4: Planned commitment budget for communication and dialogue in 2017

Areas of activity	Estimated amount (M€)
Communication and dialogue	1.49
Outreach events and corporate support	1.10
Total communication and dialogue	2.59

OPERATIONAL SUPPORT

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2017 following 2017 calls for tenders or under the existing framework contracts signed before 2017. All the 2017 calls for tenders will be duly advertised as per applicable EU public procurement rules.

Basic act and legislation setting procurement rules to follow:

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Public procurement procedures of EFSA are governed by the relevant EU Regulations, particularly European Parliament and Council Regulation (EU, EURATOM) No 2015/1929 on the financial rules applicable to the general budget of the Union (hereinafter referred to as 'EU Financial Regulation'-'FR') and the Commission Delegated Regulation (EU) No 2015/2462 on the rules of application of Regulation No 2015/1929 (hereinafter referred to as 'Rules of Application'-'RAP').

Budget lines:

3500, 3511, 3513, 3514, 3530

Exclusion criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Selection and award criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the operational support will cover:

- Logistic support for meetings in the amount of €973,514
- operational IT systems run and evolution, including IT costs related to operational projects such as scientific data warehouse, expertise management, information access management in the amount of €5,148,000
- consultancy costs related to organisational evolution support project in the amount of €1,025,000

Indicative schedule of calls for tenders for 2017:

- Launch of calls for tenders: January 2017 – October 2017

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

- Expected signature dates of contracts: June 2017 – December 2017

Indicative amounts available for 2017:

Table 5: Planned commitment budget for operational support in 2017

Areas of activity	Estimated amount (M€)
Logistic support to operational meetings	0.97
Operational IT system run and evolution and IT costs related to operational projects	5.15
Consultancy costs related to organisational evolution	1.03
Total operational support	7.15

Annex IXb. 2016 Work Programme for grants and operational procurements – Financing Decision

2. SCIENCE PROGRAMME, procurements and grants

Introduction

Article 84(2) of the EU Financial Regulation states that: "Except in the case of appropriations which can be implemented without a basic act in accordance with point (e) of the first subparagraph of Article 54(2), the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution".

Article 94 of Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union (hereinafter referred to as "the Rules of Application"), states under paragraph 2, that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement. In addition under paragraph 3 it is stated that the work programme which contains the information set out in paragraph 2 shall be considered to be the financing decision for grants and procurement.

Specific for grants: Article 128 of the Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (hereafter referred to as "the EU Financial Regulation") states that: "Grants shall be subject to a work programme, to be published prior to its implementation."

Article 5(2) of Commission Regulation (EC) No 2230/2004 (of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission) foresees that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules. Based on these rules the grants shall be subject to a public annual work programme which, as a rule, will be implemented through the publication of calls for proposals.

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety

Specifically for grants:

1. Article 36 of Regulation (EC) No 178/2002.
2. Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Both procurements and grants are implemented in line with Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union.

Budget lines

3010, 3110, 3201, 3210 and 3431.

Tasks to be entrusted, objectives to be achieved, priority areas, and results to be expected

Outsourcing work to institutions and organisations in Member States, or to those in other countries, enables EFSA to use a wider spectrum of scientific excellence.

Tasks entrusted to institutions and organisations are foreseen for the following preparatory activities:

- IV. Provision of scientific opinions and advice and risk assessment approaches;
- V. Evaluation of products, substances and claims subject to authorisation;
- VI. Data collection, scientific cooperation and networking.

Eligibility and exclusion criteria

3. For grants:

the applicants must be on the list adopted by the Management Board of EFSA on 19 December 2006, and as regularly updated, implying fulfilment of the criteria laid down in the Commission Regulation (EC) No 2230/2004;

the applicants shall not be, at the time of a grant award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.

4. For procurement:

the tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in EFSA tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by EFSA;

the tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.

Selection and award criteria

The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are two sets of selection criteria to be assessed:

5. Financial capacity;

6. Technical capacity.

The proposals/tenders which meet the selection criteria will be evaluated against the award criteria indicated in each call. In general, in each call there is assessment of quality and price (budget in case of grants). Here below only an example of the most frequently used criteria:

7. the quality of the submitted proposal/tender, e.g. assessing aspects as listed below:

- the proposed project management by the applicant/tenderer;
- risk management approach;
- measures proposed to meet deadlines;
- quality control measures, etc.

8. the cost effectiveness of the estimated budget (in case of grants) / the price (in case of procurement).

Importantly, each call will specify in detail all the award criteria.

Maximum rate of co-financing for grants

Up to 90% of the eligible costs, however the call for proposal might specify lower co-financing rates.

Schedule of calls for proposals and tenders for 2016

Launch of calls for proposals/tenders: December 2015 – December 2016.²⁵

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

Indicative amounts available for calls for proposals/tenders for 2016

The proposed budget of €9.78 million (rounded) for scientific projects in 2016 is comparable to the approved 2015 budget of €9.05 million (rounded) for the same activities, and reflects the stability of the Authority's budget allocated for such projects.

Consolidating the trend of previous years, EFSA is increasingly using long-term procurement contracts, such as 4-year framework contracts or multiannual direct contracts instead of short-term contracts. In line with EFSA's draft Scientific Cooperation Roadmap (2014–2016) the intention is to continue moving towards larger projects of longer duration also in the case of grants. EFSA has positively tested, as a pilot, in 2015, and will confirm in 2016, two new cooperation tools: thematic grants and Framework Partnership Agreements. Both these new tools are targeting organisations listed under Article 36 of EFSA's Founding Regulation and are considered complementary to the Article 36 grants used so far by EFSA.

In the case of **thematic grants** specific projects of innovative nature are expected to be put forward by Article 36 organisations in response to a broad themed call for proposals launched by EFSA (e.g. new trends in identifying and characterizing hazards). Therefore, this represents a bottom-up approach compared to the top-down approach applied for specific Article 36 grants (i.e. Article 36 grants used so far by EFSA). The EFSA co-financing rate is expected to be lower for thematic grants (50%) compared to the specific Article 36 grants (at present 90%).

A Framework Partnership Agreement can be considered as an 'umbrella agreement' (of up to 4-year duration) that sets out the terms under which grants for a given assignment can be awarded. The assignments need to fall under the scope of the Framework Partnership Agreement.

²⁵ In case a call for proposals/tenders is launched before the official approval of the budget, a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2016 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

Increased cooperation with Article 36 organisations is expected to facilitate the coordination of activities, exchange of information, development and implementation of joint scientific projects, as well as the sharing of expertise and best practices in the fields within EFSA's mission.

Table 1. below provides a breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by type of outsourcing schemes and tools / procedures. Projects implemented under existing or new framework contracts (of up to 4-year duration) represent one fourth of the calls in terms of their overall budget. This builds on the trend from previous years to increase the use of long-term procurement contracts over the more specific and short-term contracts to increase efficiency in the medium-term. Open calls for tender (resulting in direct contracts for 'one-shot' services) account for one third of the draft work programme in terms of their overall expected budget. Overall the share of procurement projects account for over half of the proposed EFSA budget for scientific projects to be outsourced in 2016.

Similar to procurement projects in science the intention is to move towards bigger projects of longer duration also in the case of EFSA grants. The share of thematic grants as a new long-term cooperation tool, represent around 15% of the expected overall budget and has increased since 2015. Overall, the share of grants available for Article 36 organisations and national Focal Points represent 30% of the draft budget for outsourcing scientific projects, which is in line with 2015.

The EFSA Scientific Cooperation Roadmap sets out a series of initiatives to increase together with the Member States risk assessment training opportunities, one of them being the "Fellowship Programme". This 1-year training-by-doing programme aims to attract young scientists from Member State authorities with limited experience in food safety risk assessment to be placed in Organisations with solid risk assessment capacity in other MS in order to build capacity across organisations and MS, contributing to harmonising methodologies and practises within the EU. Within the outsourcing scheme of procurement, the "Fellowship Programme" will be introduced in 2016 for 700,000 euros to develop the training materials and logistics to run the fellowship yearly training program (covering 2 academic years). Furthermore it will be continued as a grant in 2017 and 2018 for 550,000 euros each year, to allow each hosting organisation the payment of a subsistence amount for each fellow accepted as laid down in an agreement signed between EFSA and each hosting organisation.

Prizes

In 2016 EFSA intends to launch a 1st contest for an innovation prize. This contest is framed under procurement, in line with Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union.

As regards the reference to the **basic act** and **budget lines**, refer to the above information for science procurement.

In line with the strategic objective of EFSA, the contest aims at stimulating and rewarding innovation thinking in a competition among eligible candidates under a set topic. The contest shall contribute to implementation of Open and Innovation prone EFSA. The winner proposals will be awarded monetary/non-monetary prizes and will allow EFSA the use of the innovative methods in its work.

The indicative timing: launch contest in spring 2016.

The indicative amount: the budget allocated to this initiative is estimated in this pilot phase to not more than 150.000 euro, which shall cover all the costs linked with the contest, including the prize and the publicity campaign necessary for the success of the contest.

The innovation themes are not yet defined at the stage of drafting WP however they will fall within the remit of one of EFSA science departments, and under the procurement portion of their

budget.

As regards the award criteria, all the eligible entries will be assessed against quality award criteria, such as innovation added value, usability of innovation in EFSA work, possible dissemination of innovation etc. Exact award criteria will be defined in the Rules of the Contest. The price criterion is irrelevant for prizes.

Table 1: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by type of outsourcing schemes and tools / procedures

Outsourcing scheme	Outsourcing tool / procedure	Proposed budget [€, rounded]	Share of total [%]
Procurement	IX. Implementation of existing framework contracts through specific contracts or order forms	2,478,300	25%
	X. Other Procurements (open calls and negotiated procedures)	3,595,000	37%
Grant	XI. Conventional grants for Article 36 organisations	480,000	5%
	XII. Thematic grants for Article 36 organisations	1,500,000	15%
	XIII. National Focal Points Agreements in EU Member States, Iceland and Norway	1,020,000	10%
Procurements /Grants	XIV. Fellowship programme	700,000	7%

Total **9,773,300**

With the exclusion of thematic grants²⁶, nearly 60% of the remaining overall €8.28 million (rounded) of the draft 2016 budget for scientific grant and procurement activities is expected to be implemented by the Risk Assessment and Scientific Assistance Department (RASA) and around 20% each by the Scientific Evaluation of Regulated Products Department (REPRO) and the Risk Communication Department (COMMS) of EFSA (see Table 2. below).

Table 2: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by scientific departments of EFSA (excluding thematic grants)

Name of EFSA scientific department	Proposed budget [€, rounded]	Share of total [%]
Risk Assessment and Scientific Assistance (RASA)	4,642,300	56
Scientific Evaluation of Regulated Products (REPRO)	1,911,000	23
Advisory Forum and Scientific Cooperation Unit (COMMS)	1,720,000	21
Total (excluding thematic grants)	8,273,300	100

The evolution of the EFSA budget allocated for grants and procurement in science is presented in Table 3. Specific information about current and past EFSA grant and procurement activities in science and corresponding annual work programmes are available on EFSA's website²⁷.

Table 3: Evolution of the EFSA budget allocated for grants and procurement in science (commitment target vs. commitment executed)

Year	Commitment target [€, rounded]	Commitment executed [€, rounded]	Change target vs. executed [%]
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²⁶ In the case of thematic grants the specific projects will be proposed by the Article 36 organizations based on a broad theme identified by EFSA. As a consequence, at the time of preparation of this document, their distribution amongst the three science departments of EFSA cannot be determined.

²⁷ Current and previous years' work programs for grants and procurement in science are available on the EFSA website at: <http://www.efsa.europa.eu/en/calls/procurement.htm>. Examples of grant and procurement reports delivered to EFSA are available at <http://www.efsa.europa.eu/en/publications.htm>, select "External scientific report" from the advanced search function.

2012	9,220,000	9,430,000	+2.3
2013	10,520,000	10,800,000	+2.7
2014	9,480,000	11,730,000	+23.7%
2015	9,054,000	not yet known	not yet known

COMMUNICATION PROGRAMME

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2016 following 2016 calls for tenders or under the existing framework contracts signed before 2016. All the 2016 calls for tenders will be duly advertised as per applicable EU public procurement rules

Basic act and legislation setting procurement rules to follow:

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (EU Financial Regulation).

Budget lines:

BL3410; BL3420; BL3520

Exclusion criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Selection and award criteria:

See above under "SCIENCE PROGRAMME" - procurement.

Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the Communication Programme will support:

9. processes such as Communications content development, Communication tools and dissemination, Media relations, Risk Communications networks, Communications research, Evaluating and monitoring for an amount of €690,000;
10. projects such as EFSA Journal Project, Corporate Identity Project, Reputation management Project and Web 2.0 for an amount of €805,000 and
11. organisation of communication events related to specific scientific topics (outreach events and corporate support) for an amount of €970,550.

Indicative schedule of calls for tenders for 2016:

12. Launch of calls for tenders: January 2016 – October 2016

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

13. Expected signature dates of contracts: June 2016 – December 2016

Indicative amounts available for 2016:

Table 4: Planned commitment budget for communication and dialogue in 2016

Areas of activity	Estimated amount (M€)
Communication and Dialogue – processes	0.69
Communication and Dialogue – projects	0.80
Outreach events and corporate support	0.97
Total communication and Dialogue	2.46

OPERATIONAL SUPPORT

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2016 following 2016 calls for tenders or under the existing framework contracts signed before 2016. All the 2016 calls for tenders will be duly advertised as per applicable EU public procurement rules.

Basic act and legislation setting procurement rules to follow: :

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority’s mission.

Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (EU Financial Regulation).

Budget lines:

3500, 3511, 3513, 3514, 3530

Exclusion criteria:

See above under “SCIENCE PROGRAMME” - procurement.

Selection and award criteria:

See above under “SCIENCE PROGRAMME” - procurement.

Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the operational support will cover:

14. Logistic Support to meetings for €1,990,000

15. operational IT systems run and evolution for €1,340,000
16. IT costs related to operational projects such as Opens Scaie Project, Scientific Data Warehouse, Talent Management Project, Information Access Management Project, for €3,808,195
17. consultancy costs related to Project and Programme Management expertise, and organisational evolution support for €855,000

Indicative schedule of calls for tenders for 2016:

18. Launch of calls for tenders: January 2016 – October 2016

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

19. Expected signature dates of contracts: June 2016 – December 2016

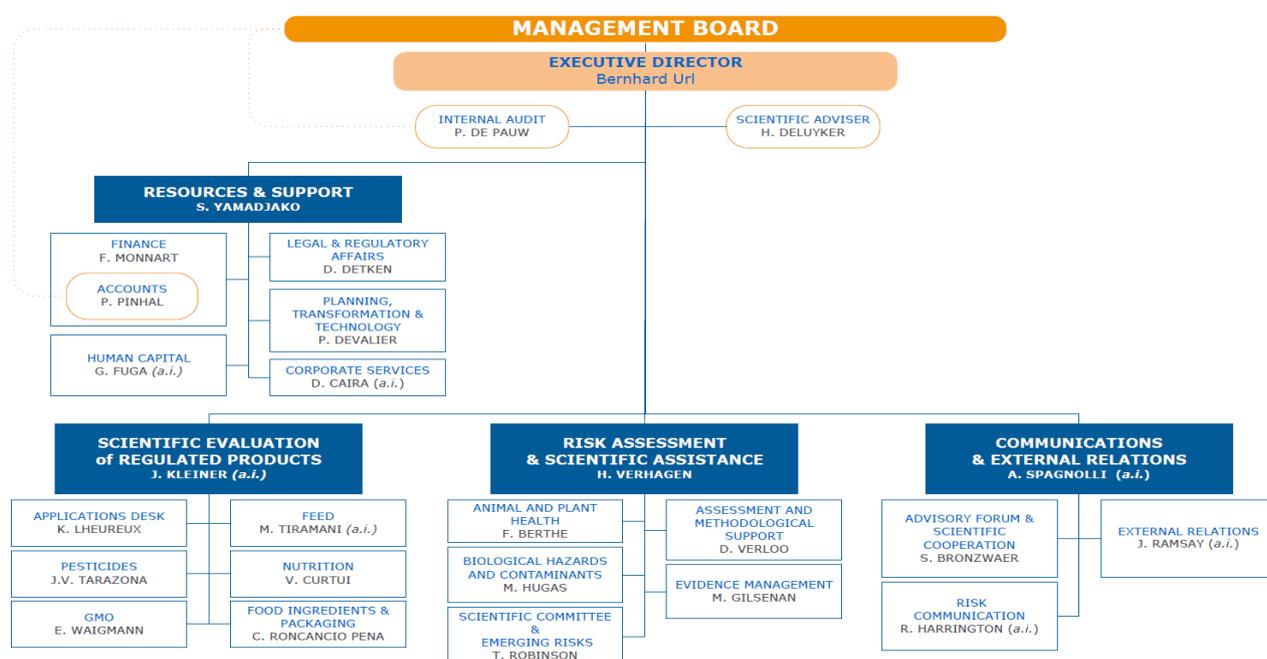
Indicative amounts available for 2016:

Table 5: Planned commitment budget for operational support in 2016

Areas of activity	Estimated amount (M€)
Logistic support to operational meetings	1.99
Operational IT system run and evolution	1.34
IT costs related to operational projects	3.81
Consultancy costs related to organisational evolution	0.86
Total operational support	7.99

Annex X. Organisation chart year 2016

1. Organisation and organizational charts 01.11.15



Org. Structure 31/12/2015	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	S. Providers
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
ED Total	0	0	9	4	4	3	13	7	0	0
ED (incl. "ED Pot")	0	0	7	4	4	3	11	7	0	0
INT. AUDIT	0	0	2	0	0	0	2	0	0	0
REPRO Total	1	0	108	0	41	5	150	5	6	0
REPRO HoD Office	0	0	4	0	1	0	5	0	0	0
APDESK	0	0	5	0	5	0	10	0	1	0
PRAS	0	0	35	0	18	1	53	1	1	0
GMO	1	0	16	0	5	1	22	1	0	0
FEED	0	0	15	0	3	0	18	0	1	0
NUTRI	0	0	11	0	3	0	14	0	1	0
FIP	0	0	22	0	6	3	28	3	2	0
RASA Total	3	0	84	3	29	6	116	9	4	0
RASA HoD Office	0	0	6	1	1	1	7	2	0	0
ALPHA	0	0	15	0	5	1	20	1	4	0
BIOCONTAM	0	0	22	0	4	0	26	0	0	0
AMU	1	0	13	0	3	1	17	1	0	0
DATA	0	0	14	2	10	2	24	4	0	0
SCER	2	0	14	0	6	1	22	1	0	0
COMMS Total	0	0	37	0	12	1	49	1	4	0
COMMS HoD Office	0	0	4	0	0	0	4	0	0	0
EXREL	0	0	10	0	1	1	11	1	0	0
RISKCOM	0	0	13	0	8	0	21	0	0	0
AFSCO	0	0	10	0	3	0	13	0	4	0
RESU Total	1	0	94	3	34	2	129	5	2	61
RESU HoD Office	0	0	3	0	0	0	3	0	0	0
FIN	1	0	21	0	6	0	28	0	0	0
FIN-ACCOUNT	0	0	2	0	0	0	2	0	0	0
HUCAP	0	0	17	1	8	1	25	2	1	0.5
LRA	0	0	9	0	1	0	10	0	1	0
PTT	0	0	26	1	10	1	36	2	0	29
CORSER	0	0	16	1	9	0	25	1	0	31.5
TOTAL	5	0	332	10	120	17	457	27	16	61

