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# **Preliminary Annual Management Plan, Budget and Establishment Plan 2016**

**European Food Safety Authority**

Submitted for adoption on 19 March 2015

For EFSA's Management Board

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*Chair of the Management Board*

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## 1. Introduction

The Preliminary Annual Management Plan for 2016 as developed in this document is guided by EFSA's Single Programming Document 2015-2017, adopted by the Management Board in December 2014.

EFSA's work in the areas of general scientific advice and evaluation of regulated products is expected to remain at the same level as in previous years. Although it is difficult to have precise estimates of external requests for scientific advice, the work on general scientific advice and evaluation/ re-evaluation of regulated substances will continue, and it is likely that EFSA will be called upon to respond to emergency requests linked to food-borne, animal and plant health crises.

A reduction of 2% (7 posts) in EFSA's establishment plan is requested in 2016, while it is anticipated that EFSA's budget will remain relatively stable. EFSA will therefore continue its efforts to increase efficiency and optimise workflows.

EFSA will continue investing in transformation projects (approximately 10-12% of the overall budget) including, for 2016, new projects in business process management, performance monitoring and online communication. Efficiency gains (of 16 FTEs) generated by the transformation projects in the area of support and governance (reorganisation of activities in planning and monitoring and finance, centralisation of travel arrangements for experts, information access management, Scientific Data Warehouse) will be reallocated to EFSA's operational activities.

## 2. Annual work programme 2016

### 2.1. Activity 1: Provision of Scientific Advice and Risk Assessment Approaches

EFSA will continue supporting the Commission and Member States with timely responses to urgent requests, on food-borne, animal and plant health issues; to this end, and in line with the Commission's request, it will further invest in its preparedness by developing methodologies for tracing food and feed products. EFSA will continue working on on-going and new general health and safety priorities identified with its Panels and the Scientific Committee in areas such as biological hazards, chemical contaminants, plant health and animal health and welfare.

The work on defining harmonised frameworks in the areas of i) processes and guiding principles for evidence-based assessments and ii) exposure assessment will continue. These will support the development and harmonisation of specific methodologies, e.g. for statistical tools/methods. The Scientific Committee will finalise the guidance on expression of uncertainty in risk assessment. It 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.

Requests from the Commission on specific topics related to the categorisation and prioritisation of animal diseases in the context of the new animal health law are expected in 2016. The BIOHAZ Panel will continue working on mandates (on-going and new) in the areas of: food hygiene, such as on food irradiation and food-borne zoonoses; Transmissible Spongiform Encephalopathies/Bovine Spongiform Encephalopathy and antimicrobial resistance.

The CONTAM Panel will reply to new requests for opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed. Work on dietary reference values will continue in 2016, with a focus on the

remaining micronutrients. The NDA Panel will provide general advice related to dietetic products, such as baby foods.

A self-task activity that will move forward significantly next year is the Scientific Committee-coordinated project on "EU efforts towards the development of a holistic approach for the risk assessment on multiple stressors in bees".

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.

It is likely that new external mandates for scientific advice in the various areas of food safety, animal and plant health are accepted with deadlines for conclusion in 2016.

**Table 1:** Key performance indicators for Activity 1

Objective	Indicators	Achieved 2014	Target 2015	Target 2016
<b>Ensure effective delivery of work programme</b>	Number of scientific outputs adopted	104	86 <sup>(a)</sup>	67
	Number of technical reports finalised <sup>(b)</sup>	-	-	4
	Number of closed scientific questions	-	-	67
<b>Improve the timeliness of scientific advice</b>	Proportion of scientific outputs adopted within deadline	98%	100%	100%
	Proportion of scientific outputs <sup>(c)</sup> / questions finalised and published in the EFSA Journal within the agreed timelines	87%	100%	100%
<b>Ensure full compliance with EFSA's Policy on Independence <sup>(d)</sup></b>	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%
<b>Ensure effective use of financial resources</b>	Proportion of original budget for Activity 1 committed/paid at year end	100% 92.4%	100% 90%	100% 90%

(a) A reduction of the number of scientific outputs is expected in 2015. The difference is due to the conclusion of the plant health pest assessment categorisation in 2014.

(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) Excludes outputs released in batches or with additional communications.

(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		Budget 2015		Forecast 2016	
	M€	FTE <sup>(a)</sup>	M€	Posts <sup>(b)</sup>	M€	Posts <sup>(b)</sup>
A1 Provision of scientific advice and risk assessment approaches	13.5	80	12.4	66	12.2	66
<b>% Total EFSA</b>	<b>17</b>	<b>18</b>	<b>16</b>	<b>14</b>	<b>15</b>	<b>14</b>

(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.

## 2.2. Activity 2: Scientific Evaluation of Regulated Products

EFSA will further advance its customer-oriented approach and develop services in the area of regulated products, including the organisation of information sessions for stakeholders, web-form requests, harmonisation and optimisation of internal workflows, and the centralisation of the reception, registration and completeness check of all applications for regulated products received by EFSA.

The MATRIX project will progress to a more advanced stage to support the electronic submission and management of the dossier lifecycle using structured information. Automation of regulated products workflows should lead to better communication and interaction with applicants and generate efficiency gains for EFSA.

The re-evaluation of authorised food additives, in particular some food colours, preservatives and/or antioxidants, is expected to be finalised in 2016, following an extension of the deadline. In addition, the ANS Panel will continue with the re-evaluation of food additives other than colours and sweeteners, specifically emulsifiers, stabilisers and gelling agents as reported in Annex II (Part II) of Regulation (EU) No 257/2010. The work programme in 2016 includes also the assessment of new applications for food additives, nutrient sources and other substances deliberately added to food.

The CEF Panel will work on the evaluation of food enzymes and aims to finalise the re-evaluation of 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 could be expected under Art. 9.2, Regulation (EU) No 10/2011. Also, new applications for active intelligent packaging may be received in 2016.

The main activities of the FEEDAP Panel will include work on the re-evaluation of existing feed additives, with approximately 60 questions expected to be finalised in 2016. In addition, the Panel will work on the assessment of new feed additives, new uses of existing feed additives and modification of existing authorisations. The process linked to the renewal of authorisation — feed additives for which 10 years have elapsed since their first authorisation — started in 2015 and an additional 10 are expected in 2016. The Panel and Unit are expected to work on the update of technical guidance documents, as necessary.

The GMO Panel will assess applications for the use of GMOs in food and feed as well as for cultivation. Guidance documents will be prepared and updated for applicants. The renewal of authorisations will continue for GMOs for which 10 years have elapsed since their first authorisation.

The NDA Panel will work on novel food and health claim applications and on updating or developing guidance documents for applicants in the area of health claims. A meeting will be held with stakeholders on the guidance for novel and traditional foods.

The PPR Panel will continue to develop and revise harmonised risk assessment methodologies and guidance documents for pesticides in the area of human health and environmental protection. EFSA will continue to increase the cooperation with risk assessors in the Member States through the Pesticide Steering Network. Efforts will continue to reduce the backlog regarding the MRL review process by deploying additional scientific staff. The EFSA approach for increasing openness will be implemented in the MRL area with the publication of the Member States' evaluation reports. Improvements in the presentation of data in the Annual Report on Pesticide Residues will continue. 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.

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 of foods of animal origin.

**Table 3:** Key performance indicators for Activity 2

Objective	Indicators	Achieved 2014	Target 2015	Target 2016
<b>Ensure effective delivery of work programme</b>	Number of scientific outputs adopted	340	304	304
	Number of technical reports finalised <sup>(a)</sup>	-	-	36
	Number of closed scientific questions	-	-	373
<b>Improve the timeliness of scientific advice</b>	Proportion of scientific outputs/questions adopted within deadline (excluding questions already overdue at the beginning of the year – backlog)	58% (77%)	90%	90%
	Proportion of scientific outputs <sup>(b)</sup> / questions finalised and published in the EFSA Journal within the agreed timelines	87%	100%	100%
<b>Ensure full compliance with EFSA's Policy on Independence<sup>(c)</sup></b>	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%
<b>Ensure effective use of financial resources</b>	Proportion of original budget for Activity 2 committed/paid at year end	99.7% 91.8%	100% 90%	100% 90%

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

(b) Excludes outputs released in batches or with additional communications.

(c) 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		Budget 2015		Forecast 2016	
	M€	FTE <sup>(a)</sup>	M€	Posts <sup>(b)</sup>	M€ <sup>(c)</sup>	Posts
A2 Evaluation of regulated products approaches	19.5	129	20.7	145	23.1	149
<b>% Total EFSA</b>	<b>24</b>	<b>29</b>	<b>26</b>	<b>30</b>	<b>29</b>	<b>32</b>

(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) The increased 2016 budget is linked to the planned investment on electronic management of applications and the costs linked to increased number of staff allocated to Activity 2

### 2.3. Activity 3: Data Collection, Scientific Cooperation and Networking

EFSA will continue implementing its Scientific Cooperation Roadmap 2014–2016 to build on a strong EU risk assessment community by optimising outsourcing possibilities, agreeing on joint projects, supporting national networking, creating further training opportunities through a fellowship programme in collaboration with national food agencies, and implementing the EU risk assessment agenda.

EFSA will explore the use of additional grant schemes, namely the use of twinning grants to stimulate projects between Member States, and framework partnership agreements to



support fellowships, and will further expand the use of thematic grants. The interaction and communication with the Advisory Forum will be intensified following recommendations from the review of the operation of the Advisory Forum.

In line with its multi-annual programme on international scientific cooperation, EFSA will continue working with its international partners and liaison groups to harmonise risk assessment methodologies, to strengthen its data collection activities and to build risk assessment capacity. In addition, it will provide scientific support to Europe's enlargement policy for candidate countries. Cooperation with other EU institutions/bodies with a risk assessment mandate will benefit from stronger coordination within EFSA and among agencies through the EU Agencies Network on Scientific Advice.

To further optimise the use of grants and procurement in support of its scientific risk assessment work, EFSA has set two objectives: (i) to access the expertise of national organisations for preparatory work supporting EFSA risk assessments, and (ii) to build data and methodological capacity for future risk assessments in areas prioritised jointly by EFSA, Member States, and other partners. Framework contracts, notably on generating, collecting, collating, synthesising and analysing evidence, and new grant schemes will be implemented.

The implementation of the DATA Roadmap will continue in 2016. 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 the not yet included countries. The Scientific Data Warehouse project, the single data hub for access to EFSA data, will be fully operational including data on zoonoses, pesticide residues, contaminants and food composition. The new data collection for the molecular typing project will be fully operational.

EFSA will continue to strengthen its support in capacity building and training activities for Member States in all the above data collection areas and on the FoodEx2 food classification system. Similarly, EFSA will continue strengthening the data collection by stakeholders within the framework of the stakeholder platform discussion group on chemical occurrence data, in particular in the area of food additives.

EU Summary Reports on zoonoses and food-borne outbreaks and on antimicrobial resistance will be produced with European Centre for Disease Prevention and Control (ECDC). A new report on the results of the monitoring of veterinary drug residues in food of animal origin in the Member States will also be produced.

The crisis preparedness training moves into the last of its four-year cycle with a simulation exercise addressing all steps of crisis response. 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. Outsourced projects on toxicity exposure to multiple chemicals in bees and on integrating toxicokinetics in chemical risk assessment will continue whereas the grant-funded literature review on non-monotonic dose response will be concluded. Training on specific aspects of risk assessment for experts, staff and network members will continue until 2017.

Work will be under development on the Open Advanced Scientific Information and Evidence Hub project (OPEN ScaIE), on developing a search and access tool for peer-reviewed scientific literature, and a repository for other information sources.



**Table 5:** Key performance indicators for Activity 3

Objective	Indicators	Achieved 2014	Target 2015	Target 2016
<b>Ensure effective delivery of work programme</b>	Number of scientific outputs adopted	13 <sup>(a)</sup>	2 <sup>(b)</sup>	2 <sup>(b)</sup>
	Number of technical reports finalised <sup>(c)</sup>	-	93	30
	Number of closed scientific questions	-	-	17
<b>Improve the timeliness of scientific advice</b>	Proportion of scientific outputs adopted within deadline	85%	100%	100%
	Proportion of scientific outputs/questions finalised and published in the EFSA Journal within the agreed timelines	87%	100%	100%
<b>Ensure full compliance with EFSA's Policy on Independence <sup>(d)</sup></b>	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%
<b>Ensure effective use of financial resources</b>	Proportion of original budget for Activity 3 committed/paid at year end	-	100% 90%	100% 90%
<b>Effective execution of grants and procurement programme</b>	Proportion of original grants and procurement budget for Activity 3 committed/paid at year end	99.9%	100%	100%
		95.4%	100%	100%

(a) 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.

(b) EU Summary Reports on zoonoses/food-borne outbreaks and on antimicrobial resistance.

(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) 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		Budget 2015		Forecast 2016	
	M€	FTE <sup>(a)</sup>	M€	Posts <sup>(b)</sup>	M€	Posts
A3 Data collection & scientific cooperation	24.6	85	22.8	105	22.2	103
<b>% Total EFSA</b>	<b>31</b>	<b>19</b>	<b>29</b>	<b>22</b>	<b>28</b>	<b>22</b>

(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 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. Guidelines on how to communicate uncertainty in risk assessment are also due to be rolled out in 2016.

EFSA will work with Member States counterparts on a new edition of the risk communication guidelines as well as on developing crisis communication guidelines.

A priority for 2016 will be the development of a project designed to increase EFSA's engagement with external stakeholders. This will focus on the 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. An additional measurement tool for reputation and impact of EFSA's work is the in-house media analysis tool was developed in 2014.

Ever closer relations will be sought with EU institutions (Commission, Council and 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	Target 2015	Target 2016
<b>Improve EFSA's visibility and outreach</b>	Traffic to EFSA's web content (web metrics)	-	2.4 M	2.9 M
	Total number of subscribers to online subscription products (newsletter and alerts)	33,947	35,000	38,500
	Impact score of articles dedicated to EFSA <sup>(a)</sup>	-	5	5
<b>Improve EFSA's social media reach</b>	Increase in the number of Twitter followers	-	20%	15%
	Traffic to EFSA web content from social media	-	3%	5%
<b>Improve coherence and preparedness for Risk and Crisis Communications</b>	Produce crisis communication guidelines in 2016	-	100%	100%
<b>Ensure effective use of financial resources</b>	Proportion of original budget for Activity 4 committed/paid at year end	99.2%	100%	100%
		84.5%	90%	90%

(a): In 2014 EFSA developed an analytical tool for media analysis to gauge media impact based on a weighting system tailored to EFSA's needs. The system combines the significance – or 'weight' – of the media outlet with the favourability of each article or broadcast, to arrive at an overall impact score. The impact score is calculated on a scale from -100 to +100. Neutral coverage would correspond to an impact score of between approximately 5 and 15.

**Table 8:** Resource allocation for Activity 4

	Executed 2014		Budget 2015		Forecast 2016	
	MC	FTE <sup>(a)</sup>	MC	Posts	MC	Posts <sup>(b)</sup>
A4 Communication and dialogue	5.4	34	7.0	39	6.1	35
<b>% Total EFSA</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>7</b>

(a) Actual available FTE

(b) The reduction of human resources allocation foreseen in 2016 is linked to the conclusion of projects such as EFSA journal, AGORA, EXPO 2015 scientific conference and to resulting efficiency improvements

## **2.5. Activity 5, 6, 7: Governance, Support and Coordination**

2016 will be the first year following the adoption of the EFSA strategy by the Management Board.

Open EFSA will require the implementation of new technological solutions to improve societal interaction with the risk assessment process.

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

### **Transactional services**

EFSA will introduce and monitor customer satisfaction, centralise security functions, optimise resources through codification of process flows (inter-service activity) in the organization 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.

### **Expert services**

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

The Talent Management project will continue to be implemented focusing on: (i) the use of more precise testing tools and developing good practices in recruitment; (ii) offering training programmes, internal mobility and other career development opportunities; and (iii) broadening experience of staff through international exchanges.

The adopted project plan on Business Continuity will ensure the continuity of EFSA business processes in the case of a disruptive event. According to the plan, in 2016 the following will be delivered: (i) capacity to relocate meetings in case of unavailability of EFSA premises (within the limits defined in the Business Continuity strategy); (ii) reduction of the residual risk of failure of the EFSA data centre to an acceptable level; (iii) increased availability of key staff in case of disruptive event.

### **Strategic services**

Developing human resource expertise services completing mapping of critical competencies for EFSA staff and experts will be a priority in 2016. EFSA will develop a predictive modelling 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	Target 2015	Target 2016
<b>Effective use of EFSA's financial resources</b>	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%
<b>Effective use of IT resources</b>	IT projects delivered within budget and deadline	90	96%	96%
<b>Ensure best management of staff</b>	Average statutory staff occupancy rate	-	95%	95%

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

	Executed 2014		Budget 2015		Forecast 2016	
	M€	FTE <sup>(a)</sup>	M€	Posts <sup>(b)</sup>	M€	Posts <sup>(c)</sup>
A5 Coordination	2.2	17	1.7	12	0.5	8
A6 Administration	11.3	73	11.6	80	11.8	78
N7 Neutre	2.9	27	3.4	30	3.5	31
<b>Total support activities</b>	<b>16.4</b>	<b>117</b>	<b>16.7</b>	<b>122</b>	<b>15.9</b>	<b>117</b>
<b>% Total EFSA</b>	<b>21</b>	<b>26</b>	<b>21</b>	<b>26</b>	<b>20</b>	<b>25</b>

(a) Actual available FTE

(b) The variation observed in 2015 on resource allocation between A5, A6 and N7 results from the application of the EC updated methodology on activities distribution.

(c) The reduction of human resources allocation foreseen in 2016 is linked to the conclusion of the project Step 2018 and resulting efficiency improvements

## 2.6. Multiannual initiatives - 2016 targets and KPIs

Progress towards achieving EFSA's strategic objectives (SPD 2015-2017) includes the implementation of various multiannual initiatives. The strategic fit of the portfolio of multi-annual projects is subject to regular evaluation and changes are implemented in order to best serve the organisation.

<b>Fit for purpose</b>	Increase usefulness to risk managers in their quest for food safety, and provide applicants with a more efficient and predictable regulatory environment.
<b>Sustainability</b>	Step up cooperation with national food safety agencies, European bodies and international organisations to build an EU risk assessment community with a common agenda and streamline EFSA processes.
<b>Trust</b>	Incorporate transparency and openness into our scientific work and engage with society to increase trust in the EU food safety system.

The initiatives' objectives and targets for 2016 are detailed by strategic objectives although each project covers one or more aspects:

### Improving EFSA's fitness for purpose

Project	Target 2016
<b>Prometheus</b>	Define principles, processes and methods for the use of evidence in scientific assessment
<b>Matrix</b>	Electronic management of applications of regulated products
<b>Quality</b>	Implement a quality management system for all EFSA activities

### Improving EFSA's sustainability

Project	Target 2016
<b>Information programme</b>	<p><b>Scientific Data Warehouse</b> Create a pan-European data hub for data collection, access and analysis, serving EU Member States and scientific experts</p> <p><b>OPEN ScaIE</b> Provide access to scientific information needed/available for evidence-based risk assessment</p>
<b>Talent management</b>	<p>Chemical Hazard DW (including pesticides and contaminants) operational</p> <p>Food Composition DW operational</p> <p>Ad-hoc Data Collections DW operational</p> <p>Molecular Typing DW operational</p>
<b>Step 2018</b>	<p>Repository developed</p> <p>Time to hire reduced by 10%</p> <p>Cost to hire reduced by 10%</p> <p>Expert engagement ratio of 70%</p>
	<p>Centralise planning and monitoring to improve performance in: finance and compliance; sourcing; strategy building; planning, analysis, monitoring and reporting.</p> <p>New strategic planning and controlling function operational</p>

## Improving trust in EFSA

Project		Target 2016
<b>Open EFSA programme</b>	Transform EFSA into an open science organisation	Open EFSA Roadmap implemented 50%
	Review EFSA's independency policy	Independence Policy revised and adopted by MB
<b>EFSA Journal</b>	Review of EFSA journal to improve the editorial quality and accessibility of the scientific outputs and increase their reach and visibility	Indexing of the Journal in key bibliographic databases enhanced

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### 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		Budget 2015		Forecast 2016	
	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	13.49	17%	12.40	16%	12.23	15%
A2 Evaluation of regulated products	19.45	24%	20.68	26%	23.12	29%
A3 Data collection & scientific cooperation	24.64	31%	22.79	29%	22.19	28%
A4 Communication and dialogue	5.44	7%	6.99	9%	6.15	8%
<b>Total operational activities</b>	<b>63.02</b>	<b>79%</b>	<b>62.85</b>	<b>79%</b>	<b>63.81</b>	<b>80%</b>
A5 Coordination	2.17	3%	1.68	2%	0.51	1%
A6 Administration	11.34	14%	11.63	15%	11.84	15%
N7 Neutre	2.93	4%	3.40	4%	3.51	4%
<b>Total support activities</b>	<b>16.44</b>	<b>21%</b>	<b>16.71</b>	<b>21%</b>	<b>15.76</b>	<b>20%</b>
<b>Total EFSA</b>	<b>79.45</b>		<b>79.57</b>		<b>79.57</b>	

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

EFSA's Activities	Executed 2014		Budget 2015		Forecast 2016	
	FTE <sup>(a)</sup>	%	Posts	%	Posts	%
A1 Provision of scientific advice and risk assessment approaches	80	18%	66	14%	66	14%
A2 Evaluation of regulated products	129	29%	145	30%	149	32%
A3 Data collection & scientific cooperation	85	19%	105	22%	103	22%
A4 Communication and dialogue	34	8%	39	8%	35	7%
<b>Total operational activities</b>	<b>328</b>	<b>74%</b>	<b>355</b>	<b>74%</b>	<b>358</b>	<b>75%</b>
A5 Coordination	17	4%	12	3%	8	2%
A6 Administration	73	16%	80	17%	78	16%
N7 Neutre	27	6%	30	6%	31	7%
<b>Total support activities</b>	<b>117</b>	<b>26%</b>	<b>122</b>	<b>26%</b>	<b>117</b>	<b>25%</b>
<b>Total EFSA</b>	<b>445</b>		<b>477</b>		<b>470</b>	

(a) Actual available FTE



## Abbreviations

AFSCO	Advisory Forum and Scientific Cooperation Unit
AHAW Panel	Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
ANS Panel	Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BIOHAZ Panel	Panel on Biological Hazards
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
CEF Panel	Panel on Contact Materials, Enzymes, Flavourings and Processing Aids
CONTAM Panel	Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
DATA	EFSA Evidence Management Unit
DOI	Declaration of Interest
ECDC	European Centre for Disease Prevention and Control
EU	European Union
FEED	EFSA Feed Unit
FEEDAP Panel	Panel on Additives and Products or Substances Used in Animal Feed
FIP	EFSA Food Ingredients & Packaging Unit
FTE	Fulltime Staff Equivalent
GMO Panel	Panel on Genetically Modified Organisms
IAS	Internal Audit Service of the European Commission
MRL	Maximum Residue Level
NDA Panel	Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
PLH Panel	Panel on Plant Health
PPR Panel	Panel on Plant Protection Products and Their Residues
PRAS	EFSA Pesticides Unit
REPRO	Scientific Evaluation of Regulated Products Department
SCER	EFSA Scientific Committee and Emerging Risks Unit

## Appendix A – Forecast of outputs/questions adopted per unit/panel

**Table 13:** Predicted number of scientific outputs 2016 adopted (one output may contain more than one question)

	REPRO					RASA				SCISTRAT		Total
	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	AFSCO	SCER	
<b>EFSA Scientific outputs</b>												
A1 Provision of scientific advice and risk assessment approaches	1	1	-	4	-	32	1	24	-	-	4	67
<b>Technical Reports</b>												
A1 Provision of scientific advice and risk assessment approaches	-	-	-	4	-	-	-	-	-	-	-	4
<b>EFSA Scientific outputs</b>												
A2 Evaluation of regulated products	63	70	16	32	119	-	-	4	-	-	-	304
<b>Technical Reports</b>												
A2 Evaluation of regulated products	-	-	13	-	22	-	-	-	-	-	-	36
<b>EFSA Scientific outputs</b>												
A3 Data collection & scientific cooperation	-	-	-	-	0	-	-	2	-	-	-	2
<b>Technical Reports</b>												
A3 Data collection & scientific cooperation	-	-	-	-	0	-	1	6	8	5	10	30
<b>Other Publications</b> (event reports and external scientific reports)	1	-	9	-	4	11	4	5	15	-	-	48
<b>Total Outputs</b>	<b>65</b>	<b>71</b>	<b>38</b>	<b>40</b>	<b>145</b>	<b>43</b>	<b>6</b>	<b>41</b>	<b>23</b>	<b>5</b>	<b>14</b>	<b>491</b>

**Table 14:** Predicted number of registered questions to be closed in 2016

	REPRO					RASA				SCISTRAT		Total
	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	AFSCO	SCER	
<b>Scientific questions closed</b>												
A1 Provision of scientific advice and risk assessment approaches	1	1	-	4	-	32	1	24	-	-	4	67
<b>Scientific questions closed</b>												
A2 Evaluation of regulated products	63	70	29	32	175	-	-	4	-	-	-	373
<b>Scientific questions closed</b>												
A3 Data collection & scientific cooperation	-	-	-	-	-		1	8	8	-		17
<b>Other publications</b>												
excluding technical reports and scientific reports of EFSA	1	-	9	4	4	11	4	5	15	5	10	68
<b>Total Questions</b>	<b>65</b>	<b>71</b>	<b>38</b>	<b>40</b>	<b>179</b>	<b>43</b>	<b>6</b>	<b>41</b>	<b>23</b>	<b>5</b>	<b>14</b>	<b>525</b>

## Annex A – Budget and establishment plan

### 1. Human Resources Overview

Human Resources	2014		2015	2016
	Authorised under the EU Budget	actually filled as of 31/12/2014	Authorised under the EU Budget	Draft Budget Request
Establishment plan posts : AD	237	215	234	230
Establishment plan posts : AST	107	115	103	100
Establishment plan posts : AST/SC	0	0	0	0
<b>Total Establishment plan posts</b>	<b>344</b>	<b>330</b>	<b>337</b>	<b>330</b>
Contract Agents	110	104	120	125
Seconded National Experts	20	15	20	15
<b>TOTAL STAFF</b>	<b>474</b>	<b>449</b>	<b>477</b>	<b>470</b>

### 2. Financial Resources Overview

#### 2.1. Revenues Overview

REVENUES	2015	2016
	Revenues estimated by the agency	Budget Forecast
EU contribution	75.95	77.16
Additional EU funding: ad hoc grants and Delegation agreements	0.00	0.00
Other Revenue	2.29	2.33
<b>TOTAL REVENUES</b>	<b>78.24</b>	<b>79.49</b>

#### 2.2. Expenditure Overview

Expenditure/ Title	2015		2016	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Staff expenditure	41.67	41.67	40.85	40.85
Infrastructure and operating expenditure	9.55	9.55	9.91	9.91
Operational expenditure	28.35	26.81	28.82	28.64
<b>TOTAL EXPENDITURE</b>	<b>79.58</b>	<b>78.03</b>	<b>79.57</b>	<b>79.40</b>

### 3. Human Resources

#### 3.1. Establishment plan posts

Function group and grade	2014				2015		2016	
	Authorised under the EU Budget		Filled as of 31/12/2014		Authorised under the EU Budget		Request of the Agency	
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1
AD 14	0	2	0	1	0	2	0	2
AD 13	0	2	0	1	0	2	0	2
AD 12	1	14	0	3	1	15	1	15
AD 11	0	11	0	5	0	11	0	11
AD 10	1	15	0	8	1	16	1	16
AD 9	1	41	0	30	1	41	1	42
AD 8	0	49	0	58	0	53	0	54
AD 7	1	60	3	44	1	58	1	57
AD 6	1	23	2	45	1	20	1	17
AD 5	0	14	0	15	0	10	0	8
<b>AD TOTAL</b>	<b>5</b>	<b>232</b>	<b>5</b>	<b>210</b>	<b>5</b>	<b>229</b>	<b>5</b>	<b>225</b>
AST 11	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0
AST 8	0	3	0	0	0	3	0	3
AST 7	0	4	0	2	0	4	0	4
AST 6	0	8	0	0	0	8	0	9
AST 5	0	27	0	14	0	29	0	30
AST 4	0	31	0	37	0	30	0	26
AST 3	0	25	0	18	0	25	0	25
AST 2	0	9	0	39	0	4	0	3
AST 1	0	0	0	5	0	0	0	0
<b>AST TOTAL</b>	<b>0</b>	<b>107</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>103</b>	<b>0</b>	<b>100</b>
AST/SC 6	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0
<b>AST/SC TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>5</b>	<b>339</b>	<b>5</b>	<b>325</b>	<b>5</b>	<b>332</b>	<b>5</b>	<b>325</b>
<b>GRAND TOTAL</b>		<b>344</b>		<b>330</b>		<b>337</b>		<b>330</b>

#### 3.2. External personnel

##### 3.2.1. Contract Agents

Contract agents	Authorised 2014	Recruited as of 31/12/2014	2015 estimate	Draft Budget 2016 estimate
Function Group IV	60	58	70	74
Function Group III	6	4	9	12
Function Group II	43	41	40	38
Function Group I	1	1	1	1
<b>TOTAL</b>	<b>110</b>	<b>104</b>	<b>120</b>	<b>125</b>

### 3.2.2. Seconded National Experts

Seconded National Experts	Authorised 2014	Present as of 31/12/2014	2015 estimate	Draft Budget 2016 estimate
<b>TOTAL</b>	<b>20</b>	<b>15</b>	<b>20</b>	<b>15</b>

## 4. Financial Resources

### 4.1. Revenues

Revenue	Executed Budget 2014	Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
<b>1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)</b>		0	0	0
<b>2 EU CONTRIBUTION</b>	77,594,301	75,945,921	77,163,414	1.60%
- Of which assigned revenues deriving from previous years 'surpluses	788,000	918,000	1,089,066	18.63%
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)</b>	2,296,000	2,202,400	2,236,586	1.55%
- Of which EEA/EFTA (excl. Switzerland)	2,296,000	2,202,400	2,236,586	1.55%
- Of which candidate countries				
<b>4 OTHER CONTRIBUTIONS</b>				
- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)	0	0	0	
- Of which additional EU funding stemming from delegation agreements (FFR Art.8)				
<b>5 ADMINISTRATIVE OPERATIONS</b>	72,222	90,000	90,000	0.00%
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	72,222	90,000	90,000	0.00%
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>		0		
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>		0		
<b>TOTAL</b>	<b>79,962,523</b>	<b>78,238,321</b>	<b>79,490,000</b>	<b>1.60%</b>

## 4.2. Expenditure

### 4.2.1. Commitment appropriations

EXPENDITURE	Commitment appropriations			
	Executed Budget 2014	Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
<b>Title 1 - Staff expenditure</b>	<b>37,685,246</b>	<b>41,669,000</b>	<b>40,853,000</b>	<b>-1.96%</b>
Salaries & allowances	34,238,223	37,398,000	35,753,000	-2.65%
- Of which establishment plan posts	28,011,201	30,157,000	28,678,000	-4.90%
- Of which external personnel	6,227,023	7,241,000	7,075,000	7.70%
Expenditure relating to Staff recruitment	375,125	492,000	457,000	-7.11%
Mission expenses	142,137	200,000	200,000	0.00%
Socio-medical infrastructure	276,307	298,000	295,000	-1.01%
Training	678,623	900,000	900,000	0.00%
External Services	872,788	1,280,000	2,133,000	9.27%
Receptions, events and representation	1,945	5,000	5,000	0.00%
Social welfare	1,100,097	1,096,000	1,110,000	1.28%
Other Staff related expenditure	0	0	0	
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>13,156,641</b>	<b>9,553,000</b>	<b>9,906,000</b>	<b>3.70%</b>
Rental of buildings and associated costs	8,182,769	5,801,000	5,626,000	-3.02%
Information, communication technology and data processing	3,737,604	2,825,000	3,000,000	6.19%
Movable property and associated costs	236,394	112,000	257,000	129.46%
Current administrative expenditure	197,379	252,000	252,000	0.00%
Postage / Telecommunications	704,717	441,000	649,000	47.17%
Meeting expenses	95,914	110,000	110,000	0.00%
Running costs in connection with operational activities	0	0	0	
Information and publishing Studies	1,863	12,000	12,000	0.00%
Other infrastructure and operating expenditure	0	0	0	
<b>Title 3 - Operational expenditure</b>	<b>28,612,696</b>	<b>28,354,000</b>	<b>28,815,000</b>	<b>1.63%</b>
<b>TOTAL</b>	<b>79,454,583</b>	<b>79,576,000</b>	<b>79,574,000</b>	<b>0.00%</b>



#### 4.2.2. Payment appropriations

EXPENDITURE	Payment appropriations			
	Executed Budget 2014	Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
<b>Title 1 - Staff expenditure</b>	<b>35,600,614</b>	<b>41,669,000</b>	<b>40,853,000</b>	<b>-1.96%</b>
Salaries & allowances	34,144,007	37,398,000	35,753,000	-2.65%
- Of which establishment plan posts	28,011,201	30,157,000	28,678,000	-4.90%
- Of which external personnel	6,132,807	7,241,000	7,075,000	7.70%
Expenditure relating to Staff recruitment	287,642	492,000	457,000	-7.11%
Mission expenses	129,527	200,000	200,000	0.00%
Socio-medical infrastructure	210,057	298,000	295,000	-1.01%
Training	328,197	900,000	900,000	0.00%
External Services	446,381	1,280,000	2,133,000	9.27%
Receptions, events and representation	1,945	5,000	5,000	0.00%
Social welfare	52,858	1,096,000	1,110,000	1.28%
Other Staff related expenditure	0	0	0	
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>10,462,211</b>	<b>9,553,000</b>	<b>9,906,000</b>	<b>3.70%</b>
Rental of buildings and associated costs	7,523,622	5,801,000	5,626,000	-3.02%
Information, communication technology and data processing	2,244,611	2,825,000	3,000,000	6.19%
Movable property and associated costs	95,089	112,000	257,000	129.46%
Current administrative expenditure	116,629	252,000	252,000	0.00%
Postage / Telecommunications	402,165	441,000	649,000	47.17%
Meeting expenses	78,632	110,000	110,000	0.00%
Running costs in connection with operational activities	0	0	0	
Information and publishing	1,463	12,000	12,000	0.00%
Studies	0	0	0	
Other infrastructure and operating expenditure	0	0	0	
<b>Title 3 - Operational expenditure</b>	<b>25,118,840</b>	<b>26,810,400</b>	<b>28,641,000</b>	<b>6.83%</b>
<b>TOTAL</b>	<b>71,181,666</b>	<b>78,032,400</b>	<b>79,400,000</b>	<b>1.75%</b>