

GLOBAL PERFORMANCE SERVICES

EFSA Performance Report

First Reporting period 2017 (P1)

¹ This report covers the results from the 1st January 2017 to the 30th April 2017.

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List of acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
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
BAU	Business as usual
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
BUS	Business Services Department
CBC	EFSA Corporate Business Control Team
CEF Panel	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
CEN	Communications Experts Network
COMMS	EFSA Communications and External Relations Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
CRM	Customer Relation Management Project
DATA	EFSA Evidence Management Unit
DEV	Development projects
DG SANTE	Directorate General for Health and Food Safety
DOI	Declaration of Interest
doi	digital object identifier
DTS	Digital Transformation Services
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
EKE	Expert Knowledge Elicitation
EMA	European Medicines Agency
EMAS	Eco-Management Audit Scheme certification
ENP	European Neighbourhood Policy
EU	European Union
EUAN	EU Agencies Network
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 and Packaging Unit
FTE	Full-Time staff Equivalent
GMO	Genetically Modified Organism / EFSA GMO Unit
GMO Panel	EFSA Panel on Genetically Modified Organisms
GPS	Global Performance Services Unit
HUCAP	EFSA Human Capital Unit
IAS	Internal Audit Service of the European Commission
IPCHEM	Information Platform for Chemical Monitoring
IPPC	International Plant Protection Convention
JRC	Joint Research Centre
JRC-IPSC	JRC Institute for the Protection and Security of the Citizen
LRA	EFSA Legal and Regulatory Affairs Unit
MB	EFSA Management Board
MD programme	Managers' development programme
MP	Methodologies Programme
MRL	Maximum Residue Level
MS	Member States
NDA Panel	EFSA Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
OECD	Organisation for Economic Co-operation and Development
OHSAS	Occupational Health and Safety Assessment Series
Open ScAIE	Open Scientific Advanced Information and Evidence Hub
PII	Process improvement initiatives
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and Their Residues
PRAS	EFSA Pesticides Unit
PROMETHEUS	Promoting Methods for Evidence Use in Scientific Assessments project
RA	General risk assessment area
RASA	EFSA Risk Assessment and Scientific Assistance Department
REGPRO	Regulated products area
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RISKCOM	EFSA Risk Communication Unit
ROA	Rapid Outbreak Assessment
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit

SDWH	Scientific Data Warehouse project
SEA	Stakeholder Engagement Approach
SSD2	Standard Sample Description project
TDI	Tolerable Daily Intake
TERA	Transparency and Engagement in Risk Assessment project

Legend

Status	Symbol	Thresholds
Over-Achieved	●	Actual/Target more than 105%
Achieved	●	Actual/Target between 95% and 105%
Partially Achieved	●	Actual/Target between 75% and 95%
Not Achieved	●	Actual/Target less than 75%
N/A	●	Data not available for this period

Introduction

This Performance Report is the first of its kind and is designed to include information in all aspects of the EFSA performance measured during the respective period of reporting against the annual and multiannual work programme as this has been presented in the Single Programming Document.

The performance report contains data and analyses per strategic objective related to:

- The performance of EFSA towards the results expected per strategic objective. This is measured through the intermediate impact indicators, outcome indicators and output indicators that were included in the results based approach model last year. The report contains information on those indicators that are currently defined. As mentioned in the SPD 2017-2019, there is a number of indicators for which the target and/or the baseline are under definition in 2017.
- The progress of the work programme execution at outputs level and any variance observed representing a deviation to the initial plan;
- The current status of the projects based on relevant data such as time, costs, quality and risks parameters including how they do contribute to the achievement of the expected results;
- The forecast for the execution of the various aspects of the work programme by the end of the year, whenever available;
- The comparison, whenever possible, with the performance of the same period in the previous year in order to provide elements for reflection on trends and inform discussion on future activities.

The structure given to the report follows the one of the Annual Activity Report. It is split in three sections: Work programme achievements (I), Management of resources (II) and Assurance (III). However, Section III (Assurance) will be reported only in October and in the Annual Activity Report in March. The recipients are the EFSA Governance bodies, namely the Management team and the Management Board.

The release is done three times per year, following the respective reporting periods in alignment with the MB meetings:

- Performance Report P1, analysing data as of end of April
- Performance Report P2: analysing data as of end of August
- Performance Report P3: analysing data as of end of October

The last two months of the year will be included in the Annual Activity Report.

The present report refers to the 1st reporting period (P1), from the 1st of January to the 30th of April 2017.

Section I. Work programme achievements

1. Performance at a glance

The overall performance for this reporting period is satisfactory with 97% of the outcome performance indicators and 92% of the output indicators reaching their targets. Figure 1 presents the overview of the EFSA performance per strategic objective for this reporting period. The picture will be completed later in the year when the remaining part of the performance indicators will be defined and measured.



Figure 1. EFSA performance per strategic objective in P1 (January – April 2017).

Looking at the **long term and medium term results** already achieved, the impact of media coverage, the social media effectiveness, traffic to EFSA's web content, and number of subscribers to online subscription products indicators in SO1 exceeded their targets; a review of some of these is planned for next year. In SO2 the indicators for improved access to data, both on the number of data collections and dashboards published, are well on track and are expected to reach the target by the end of the year, with a total of 5 data collections and 15 dashboards expected to be published. In SO3 the risk assessment agenda index with Member States and joint activities with International partners under cooperation agreements exceeded the target. In SO4, no such indicators were available during this period. In SO5, towards sound operational performance and efficiency, the proportion of all KPIs reaching target is on track, a clean

discharge was achieved and the ratio of effort spent in operations vs support activities is within target at 74:26. Moreover, the occupancy rate is at its highest ever and the compliance index is on track, with the share of tele-meetings being below target but improved over the baseline.

In terms of **annual work programme execution**, the questions closed for scientific outputs and technical reports in the general risk assessment and regulated products areas (SO1) exceeded the target for the period reaching 35% of the annual target, timeliness of adoption is on track with some risks identified in the area of FEED, while attention is needed on the PRAS backlog although the forecast is to reach the target by year end. Still under SO1, the target was overachieved for the number of service catalogue activities and the number of registered stakeholders towards a strengthened engagement in scientific activities. Key projects are on track with some delay on the Reputation barometer.

Under SO2 and the evidence management area, the production of scientific outputs (at 60% of annual target) and their timeliness is on track, with some deviation in the production of other publications. The majority of projects are on track, with technical challenges experienced on the molecular typing and scientific data warehouse projects have led to delays, while resource issues for the data collection services and information governance projects are risking further delays.

In SO3, towards building the EU's scientific assessment capacity and knowledge community, the number of Member States cooperation activities exceeded the target for this reporting period, the number of cooperation agreements with international and third country organisations is on track, while the number of international cooperation activities themselves are below target. All projects are on track, with the expertise management programme on the new call for the panel renewal and the EU-FORA on fellowship programme having made significant progress; some resource attention is needed for the Article 36 and the crowdsourcing projects, the first with regards IT budget availability and the second with regards to FTEs in view of higher than expected complexity.

In the preparedness and methodological development area (SO4), the production of scientific outputs exceeded the target for this reporting period (at 23% of the annual target), and is on track with regards to timeliness. The large number of projects in this area are almost all on track, with some delays reported in the Expert Knowledge elicitation (EKE) and Tracing methodology projects, and minor (risks of) delays for the development of guidance documents in the areas of NUTRI and PRAS.

In SO5, the financial performance is below the monthly target but higher than last year's execution, with forecasts on achieving the annual target by year end. Compliance is on track with the proportion of experts with approved annual DOI (aDOI) before first meeting invitation on target while there is a small deviation on the proportion of experts with approved specific DOI (sDOI) before participation in an EFSA meeting, with three experts having their sDOI approved during the plenary meeting. The service delivery index is on target, while the "transformation performance index" lags somewhat below target mainly due to challenges in the timely execution of projects as already described above under the various SOs.

2. Highlights communicated during the implementation of the EFSA work programme 2017

African swine fever spreading slowly in the Baltic countries and Poland

The African swine fever disease is spreading at about 2 km a month in Latvia and Estonia, and 1 km a month in Lithuania and Poland. In addition, the number of infected animals found among hunted wild boar is very low (up to 3%). The outbreaks in wild boar in the Baltic countries and Poland can therefore be defined as a 'small-scale epidemic'. A report covering cases reported between 2014 and 2016 has been released. It is the outcome of a fruitful cooperation with Member States.

Bluetongue, EFSA reviews control measures

EFSA has concluded that mass vaccination programmes lasting at least five years in combination with improved, continuous surveillance systems that would be the only effective measures for eradicating bluetongue in Europe. Following a request from the European Commission, the experts of EFSA reviewed the control measures for bluetongue and options for safe trade of animals from infected to free areas. They also have updated their scientific advice on epidemiological aspects of the disease, particularly its transmission patterns. The experts concluded that eradication of bluetongue is very difficult. At least five consecutive years of vaccination covering 95% of susceptible cattle and sheep would be needed. Such mass vaccination campaigns would have to be followed by sensitive surveillance systems capable of detecting low levels of virus prevalence – lower than 1% of animals in a monitored area. The disease could otherwise re-appear some years after completion of the vaccination campaign. Surveillance systems should be defined on a case-by-case basis, taking into account aspects such as the geographical area monitored and the epidemiological phase of the disease.

Food safety: simpler rules proposed for small retailers

EFSA has proposed a simplified approach to food safety management in small retail businesses such as grocery shops, butchers, and bakeries. The approach includes guidelines on how to identify the most relevant biological, chemical and physical hazards at each stage of the food production process, the activities or practices that make hazards more likely to occur and appropriate control measures.

A combination of managerial, organisational and technical hurdles means that many small food retailers have difficulty complying with the requirements of existing food safety management systems (FSMS). To help overcome this problem, EFSA has developed simple FSMS for five types of small food business that are easy to understand and implement: a butcher's shop, a grocery, a bakery, a fishmonger and an ice cream shop. The new approach uses flow diagrams to summarise the stages of production, an accompanying questionnaire, and simple tables to take retailers through the food safety management process from hazard identification to control measures. Experts from EFSA's Panel on Biological Hazards, who developed the Scientific Opinion, recommend that butcher, grocery, bakery, fish and ice cream shops all apply the simplified approach.

Antimicrobial resistance

Bacteria found in humans, animals and food continue to show resistance to widely used antimicrobials, says the latest report on antimicrobial resistance (AMR) in bacteria by the European Food Safety Authority (EFSA) and the European Centre for Disease Prevention and Control (ECDC). The findings underline that AMR poses a serious threat to public and animal health. Infections caused by bacteria that are resistant to antimicrobials lead to about 25,000 deaths in the EU every year.

Reducing the use of antimicrobials in food-producing animals, replacing them where possible and re-thinking the livestock production system is essential for the future of animal and public

health. Experts from EFSA and EMA have reviewed the measures taken in the EU to reduce antimicrobials use in animals and have recommended a number of possible options, which should follow an integrated, multifaceted approach. -Experts concluded that it is reasonable to assume that reducing antimicrobial use in food-producing animals would result in a general decrease in the resistance in bacteria from animals and food. Use of antimicrobials in dairy cows to prevent and treat udder infections is a common practice in the European Union, dairy calves fed milk from cows treated with antimicrobials have a higher probability of excreting resistant bacteria through their faeces than those who aren't. This is one of the conclusions of an EFSA scientific opinion on the risk of antimicrobial resistance associated with feeding milk containing antimicrobial residues to calves. Such milk cannot be used for human consumption, but can be used to feed calves.

Update on multi-country *Salmonella* outbreak: steep fall in reported cases

The European outbreak of *Salmonella Enteritidis* appears to have subsided since control measures were implemented at egg farms and distribution points last autumn. The outbreak peaked at the end of 2016 (around 60 cases reported in one week). After implementation of control measures, the number of cases has steadily decreased. The new cases were reported by Belgium, Hungary, the Netherlands, Norway, Sweden and the United Kingdom. Evidence from whole genome sequencing (WGS), as well as epidemiological, environmental and tracing investigations indicated that eggs originating from Poland are the vehicle of infection. *Salmonella Enteritidis* might therefore have been introduced at a higher level in the egg production chain. It is recommended that Poland further check the status of hatcheries and breeding flocks, especially those linked to the positive farms. Affected countries continue sharing information on the epidemiological, microbiological and environmental investigations.

Stakeholder engagements approach initiative

EFSA is inviting its registered stakeholders to join 2 ad-hoc discussion groups that will assist in the development of draft guidance documents on the assessment of feed additives. The initiative is part of EFSA's Stakeholder Engagement Approach, under which discussion groups act as 'learning systems' that allow EFSA to capitalise on stakeholders' specialist knowledge in specific areas. They are consultative bodies and the deadline for applications was the 18th of April.

EFSA grants and the award of 1 MIL € to innovative research projects

EFSA has awarded grants worth just over 1 million € to three /innovative research projects on methodology development in risk assessment. By co-funding these projects EFSA is supporting advances in risk assessment methodology and encouraging scientific cooperation, innovation, and exchange of expertise in the EU.

A total of 28 organisations from 15 European countries, grouped in six consortia, responded to EFSA's second thematic grant call launched in April 2016. The aim of the call is to encourage cooperation between EFSA and Member States as well as among Member States through the formation of consortia of Article 36 list organisations. EFSA was looking for innovative project proposals that would further enhance the sharing of knowledge and expertise.

In the context of grants, a new initiative to build risk assessment capacity started: the partnering grants. They aim to transfer or exchange knowledge and expertise between two or more organisations in Member States, Norway and Iceland. By stimulating joint initiatives between these countries, this new grant type will support EFSA's efforts to build the EU's scientific assessment capacity and knowledge community. Partnering grants cover all areas of risk assessment that fall within EFSA's remit. Any organisation included on the list under Article 36 is eligible to apply. The maximum duration for projects under the scheme is 2 years. EFSA will co-finance half of the project costs up to a maximum of € 100,000. The overall ceiling for each call is € 600,000.

Endocrine disruptors: EFSA asks stakeholders to join Consultation Group

EFSA is seeking representatives from stakeholder organisations to support the development of its Guidance Document on identifying endocrine disruptors in pesticides and biocides.

The guidance is being drafted by a joint group of scientists from EFSA and the European Chemicals Agency (ECHA), supported by the European Commission's Joint Research Centre. In addition, a Consultation Group is being set up to support the drafting group, comprising members of ECHA's Endocrine Disruptor Expert Group and pesticide experts selected by EFSA from EU Member States and from among its registered stakeholders.

EFSA launched a call for nominees from Member States in December 2016 and is now seeking nominations from its registered stakeholder organisations.

A new path for pesticide assessment

Can exposure to chemicals such as pesticides cause ill health in humans? This is one of the most debated questions in chemical risk assessment. Scientists currently rely on experimental toxicology evidence such as animal or cell studies to assess their safety. A new approach proposed by EFSA will help further our understanding by making better use of epidemiological studies on human health.

Human epidemiological studies have suggested an association between exposure to certain chemicals and human diseases. However, as an association does not necessarily prove a cause-and-effect link, firm conclusions cannot easily be drawn from epidemiological studies. Such studies are therefore, in many cases, of limited use in determining whether a chemical can ultimately represent a risk factor for a disease. Since 2013 the Authority's pesticide experts have been exploring how results from epidemiological studies can be integrated into pesticide risk assessments. Although this work is relevant for all chemicals, it is particularly important for EFSA's assessments of applications for approval of pesticides, as EFSA is obliged to evaluate epidemiological findings. As part of this effort, EFSA's Panel on Plant Protection Products and their Residues has tested a method that could enable risk assessors to establish a biological cause-and-effect link between exposure to chemicals such as pesticides and ill health.

Public consultation: effects of pesticides on amphibians and reptiles

EFSA invited comments on its overview of scientific knowledge concerning the risks to amphibians and reptiles from pesticides. The Panel on Plant Protection Products and their Residues has investigated the coverage of the risk to amphibians and reptiles provided by risk assessments for other vertebrate groups. The experts have also reviewed available test methods and exposure models with regard to their applicability to amphibians and reptiles. In a draft scientific opinion launched for public consultation the Panel proposes that a specific environmental risk assessment scheme should be developed for these two groups.

EFSA chairs network of EU agencies –

The 2nd of March 2017 EFSA took over the chairmanship of the EU Agencies Network from the European Union Intellectual Property Office (EUIPO).

The network is composed by 45 agencies based in EU Member States. Sharing resources and expertise, the agencies have an impact on a wide range of areas that touch the lives of European citizens – from safety, to freedom and justice, innovation, research and business, transport and satellite systems. As mentioned by the EFSA Executive Director: "*Our work programme focuses on sharing services so that we can create more value for the European citizens by working together on joint activities such as procurement and IT solutions. We will continue our cooperation on specific topics like the work being done by EFSA, EMA and ECDC on antimicrobial resistance.*" EFSA's chairmanship is scheduled to run until March 2018.

3. Strategic, multiannual and annual performance per SO

Strategic multiannual and annual achievements during this reporting period are included in this section. EFSA's Performance Indicators are set in the Single Programming Document 2017-2019 in order to monitor the annual and the multiannual work of EFSA towards the achievement of its strategic objectives, following the "results oriented approach". Three levels of indicators are defined:

Intermediate impact (result) indicators measure EFSA's performance to achieve its strategic objectives in the long term from all related activities in a strategic area.

The outcome (result) indicators measure the result of several activities towards achieving partially a strategic objective in the midterm. The Result indicators (outcome and impact) would in general therefore be measured less frequently. They are included in this report only if defined and if the frequency of measurement is relevant to the quarter.

The output indicators are the annual work programme indicators that are directly linked to the outputs of specific activities in a strategic area (processes or process improvement initiatives or projects) during the year (see fig. 2).

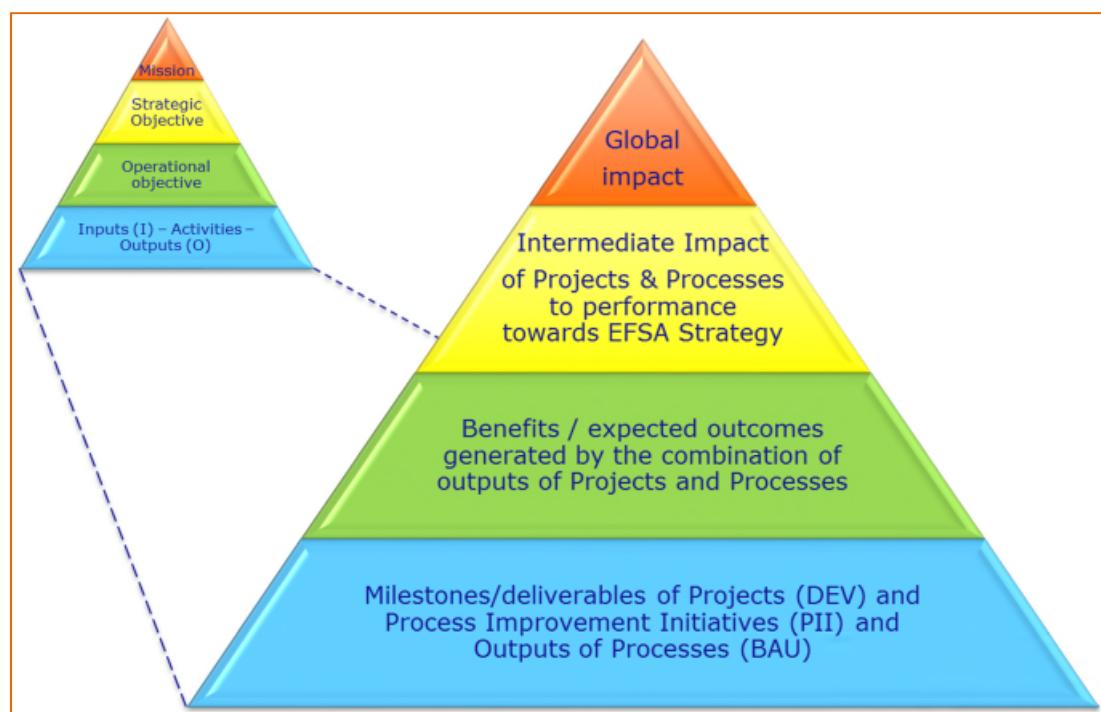


Figure 2 Reaching strategic objectives by implementing the results based management approach.

3.1. Prioritise public and stakeholder engagement in the process of scientific assessment

Long term results

The expected intermediate impact of EFSA's activities towards this strategic objective is measured by indicators already listed in the SPD 2017-2019, namely:

Intermediate impact: Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment process and communication tools and material

This indicator is composed by sub indicators that are either connected to a survey and will be measured at the end of the year or the details for the definition of the methodology of the measurement and their target are under development for this reporting period.

The currently available indicator in this group of indicators is the media coverage showing results that exceed expectations due to positive media coverage on EFSA's activities.

Table 1: Intermediate indicators for SO1

KPI	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment process and communication tools and material					
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles. This measurement tool has been in place since 2015)	18	20	20	22.5	●

Medium term results

The expected outcomes of EFSA's activities towards this strategic objective, in the medium term, are measured by indicators already listed in the SPD 2017-2019, namely:

- Outcome 1: increased engagement of stakeholders in scientific activities
- Outcome 2: full availability of documentation relevant to EFSA scientific outputs
- Outcome 3: enhanced outreach of communication

The details for the definition of the methodology of the measurement and the target for performance indicators under Outcome 1 and 2 are under development for this reporting period. Performance data for the outcome 3 are presented in table 2.

The targets for all indicators at this level are already exceeded. It is acknowledged that they were underestimated and will be re-defined; one reason is the launch of promotion actions to increase followers which was not taken into consideration when defining the targets in the planning phase.

Table 2: Outcome indicators for SO1

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Outcome 3: Enhanced outreach of communication						
Social media effectiveness	Increase followers from social media platforms	+46% (40,742)	+3% (41,964)	41,047	44,669	✿
	Social interactions	14 881	+30% (19,345)	6,448	10,859	✿
	Traffic to EFSA web content from social media	2.6% (63,464)	+2% (64,759)	21,586	30,080	✿
Traffic to EFSA's web content (web metrics): number of sessions		2,896,741	+0.5% (2,713,500)	904,500	1,215,241	✿
Number of subscribers to online subscription products (newsletter and alerts)		33,934	+1% (36,360)	33,000	35,121	✿

Annual Work programme

General risk assessment - Activities and Outputs

The production of scientific outputs and technical reports exceeded the target for this reporting period in the area of general risk assessment (50 scientific outputs and 2 technical reports against a target of 29 for this quarter, achieving 49% of the annual target). This is due to the high number of questions closed on plant pest categorisation. The Unit updated the internal plan and monthly target in order to achieve the high annual target 2017.

The annual target was exceeded also on the publication of other EFSA outputs, due to 8 external scientific reports approved in ALPHA and initially not planned in the work programme 2017.

Timeliness is on track with one Scientific Report of EFSA not meeting the deadline (result within the margin of 5% as indicated in the legend). The delay is due to data discrepancies were identified when the report was concluded. It has therefore been agreed with DG SANTE to circulate the report and the original raw data to the MS for a final check and to publish the report only after the original raw data cross-checks and analysis. Performance data are presented in table 3.

Table 3: Activity and outputs indicators for SO1 – General risk assessment

ACTIVITY – OUTPUT INDICATORS					
Scientific – general risk assessment					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Number of questions delivered for scientific outputs and technical reports	114 ¹	29	52	✿	46%
Number of questions delivered for 'other publications' ² (external reports, event reports)	7 (external)	1	9	✿	129%

¹ Significant increase as of 2017 is due to new requests to be received for plant pest categorisation (approximately 150 questions in 2017-2019), which have a lower complexity compared to regular questions.

² According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

ACTIVITY – OUTPUT INDICATORS					
Proportion of scientific/technical questions adopted within deadline	100%	100%	99%		on target

Scientific evaluation of regulated products - Activities and Outputs

The production of scientific outputs and technical reports exceeded the target for this reporting period. In the area of regulated products evaluation 108 scientific outputs and 23 technical reports were published reaching 32% of the annual target. This is due to a higher number of questions closed in the feed additives area as the unit focused on applications in the first two plenaries to dedicate the plenary time to the guidance updates later in the year. In the FIP area because of an extra plenary meeting held in Brussels, some opinions were adopted early compared to the initial plan. In addition, 17 questions related to flavouring substances were closed. This balances the missed quarterly target for pesticides reasoned opinions where only 18 out of 30 initially planned for this reporting period are delivered. The reorganisation of the Unit to improve efficiency in the way of working requires time and resources, which are still constrained by two missing FTEs.

Timeliness is aligned with the 90% target for regulated products (excluding backlog). However, delays are reported in the feed additives area due to the complexity of the opinions and high volume of questions compared to the available workforce, which is expected to result below the target performance.

The Art.12 backlog reduction in PRAS did not reach the target as 8 questions were closed representing 67% of the January-April period target of 12 questions. A statement covering 18 questions will be prepared after summer and the expected result is that the annual target at the end of the year will be met. A constant monitoring will be performed during 2017 to report on the performance of the PRAS backlog reduction especially the MRLs (Art.12).

The number of service catalogue activities with applicants (meetings, webinars, info sessions etc. exceeded the target for this reporting period reaching the 31% of the annual target. Performance data are presented in table 4

Table 4: Activity and output indicators for SO1 – Regulated products

ACTIVITY – OUTPUT INDICATORS					
Scientific – regulated products evaluation					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Number of questions delivered for scientific outputs and technical reports	408	100	131		32%
Number of questions delivered for 'other publications' ³ (external reports, event reports)	2 (external reports)	0	1		50%
Number of questions in backlog in PRAS (art. 12 only) delivered	454	12	8		18%

³ According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

⁴ The full plan foresees a total of 269 adopted questions by the end of 2021 (46 in 2016, 45 in 2017, 35 in 2018, 47 in 2019, 48 in 2020 and 48 in 2021).

ACTIVITY – OUTPUT INDICATORS					
Proportion of scientific/technical questions adopted within deadline	90%	90%	90%		On target
Number of service catalogue activities with applicants (meetings, webinars, info sessions etc.)	+10% (55)	15	17		31%

Stakeholder engagement and communication

The indicator 'Proportion of scientific outputs delivered within 28 working days of adoption (%)' has been analysed to clarify the low score recorded in the first period of 2017. This analysis highlighted that the non-achievement is related to the first phase of the publication process, just after the adoption of the output. In order to address the issue, relevant activities are ongoing with the involvement of the Quality Team to clarify and agree on the roles and responsibilities from all actors involved in the process.

The initial target for the number of registered stakeholders was based on a 'best-guess' estimation as this system of registered stakeholders is operating for the first time.

Thanks to effective and pro-active campaigning by the stakeholder team expectations were exceeded for the first list; quarterly reviews of new applications are ongoing and will still increase in numbers. As this activity will be in pilot mode until the end of the year, the definition of the indicator and target will be reviewed for the following years. Performance data are presented in table 5.

Table 5: Activity and outputs indicators for SO1 – Communication and engagement

ACTIVITY – OUTPUT INDICATORS					
Communication and engagement					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Proportion of scientific outputs delivered within 28 working days of adoption (%)	85	85%	65%		76%
Total number of registered stakeholders	85	85	97		114%

A summary status report for the key projects under strategic objective 1 is presented in table 6. Detailed activities in the general risk assessment area, evaluation of regulated products and stakeholders engagement and communication areas, are included in section 4 of this report.

Table 6: Projects under SO1 – Status report

Intermediary Impact	Expected result - Outcome	Project	Overall Status	Comments
Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment	increased engagement of stakeholders in scientific activities	Customer oriented approach for applications for Regulated Products		
		TERA		
		Stakeholder Engagement Approach (SEA)		
		Reputation Management (including Barometer)		Time: changes agreed to the methodology of survey led to a delay of 6 weeks.
		Social Media (SoMe 2020)	N/A	Plan is being defined.

Intermediary Impact	Expected result - Outcome	Project	Overall Status	Comments
process and communication tools and materials	full availability of documentation relevant to EFSA scientific outputs	Matrix	GREEN	Plan definition is being completed
	enhanced outreach of communication	COMMS digital collaboration	N/A	Project in envisioning phase.
		Social Media 2020 strategy	N/A	

Aiming at enforcing the customer oriented approach of EFSA's activities, strengthening the effectiveness of communication, increasing transparency throughout the risk assessment process and fostering engagement of the stakeholders throughout the development of scientific outputs, the project on 'customer oriented approach', the 'MATRIX' project and the 'Stakeholder Engagement Approach' (SEA) are on track.

The TERA project is on track as well, delivering another one of the planned measures to increase transparency: the 'timely and more detailed minutes of scientific meetings published'. On the other hand the project on 'reputation management' has a delay of six weeks due to the discussions held on changes in the methodology of the survey. Concerning the project 'social media 2020' the detailed plan definition is being completed, thus it is not yet monitored in terms of status. Within the same area, aiming at ensuring clarity in the communication of findings, the 'Digital Collaboration' project is in the envisioning phase.

3.2. Widen EFSA's evidence base and optimise access to its data

Long term results

The expected intermediate impact of EFSA's activities towards this strategic objective is measured by indicator already listed in the SPD 2017-2019, namely:

Intermediate impact: Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data.

This indicator is composed by sub indicators for which the definition of the methodology of the measurement and their target are under development for this reporting period.

Medium term results

The expected outcomes of EFSA's activities towards this strategic objective, in the medium term, are measured by indicators already listed in the SPD 2017-2019, namely:

- Outcome 1: Improved access to data
- Outcome 2: Wider data coverage
- Outcome 3: Increased standardisation and interoperability of data
- Outcome 4: Improved quality of data

The details for the definition of the methodology of the measurement and the target for performance indicators under Outcome 2, 3 and 4 are under development for this reporting period. Performance data for the outcome 1 are presented in table 7.

Regarding the data accessibility index aiming to improve access to data, the target for this reporting period is reached for the data collections planned to be published with no data aggregation from EFSA. However, on the data collections and dashboards where EFSA performs aggregation, delivery of dashboards (10) was slightly lower than the P1 target (12) due to unexpected technical issues. It is envisaged that both dashboards will be published in P2. The overall performance for this indicator is expected to be on track with a total of 15 dashboards expected to be published by the end of the year.

Table 7: Outcome indicators for SO2

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Outcome 1: Improved access to data						
Data accessibility index	Number of publicly accessible data collections published with no data aggregation from EFSA	1 ⁵	5 ⁶	4	4	
	Number of data collection dashboards/aggregates published	11 ⁷	15 ⁸	12	10	

⁵ Compendium of botanicals.

⁶ As in 2016, in addition data collections on: chemical contaminants (EFSA-owned), chemical contaminants (countries agreeing on data sharing), chemical hazards, zoonoses (level 3 tables – prevalence, food-borne outbreaks, animal diseases, animal populations).

⁷ Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, antimicrobial resistance, food consumption, botanicals, food composition, EFSA-owned raw data dashboards.

⁸ As in 2016, in addition: chemical contaminant levels, contaminants raw data, Food Additives Intake Model (FAIM) template, veterinary medicinal products.

Annual Work programme

The production of scientific outputs and technical reports slightly exceeded the target for this reporting period in the area of evidence management with 6 outputs produced (reaching 60% of the annual target).

This reporting period target was not achieved on the publication of other EFSA outputs, as only 4 out of 12 outputs were approved, representing 33% of the annual target. However, in total, 11 external scientific reports on SSD2 pilot project were approved during the drafting of the present report, and therefore also this indicator is on track. The contract of one report was terminated in February with the contractor informing EFSA that it is not possible to deliver due to inter-country organisation issues.

The timeliness target was reached in both delivery of scientific outputs and preparation of operational data collections.

Table 8: Activity and output indicators for SO2

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Number of questions delivered for scientific outputs and technical reports	10	5	6	🟩	60%
Number of questions delivered for 'other publications' (external reports, event reports)	15	12	4	🔴	33%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	🟩	100%
Number of operational data collections prepared and opened within deadline (total & open)	13	7	7	🟩	54%
Number of new data collections under implementation	2	0	0	N/A	N/A
Number of new data collections under design	2	0	0	N/A	N/A

A summary status report for the key projects under strategic objective 2 is presented in table 9. Detailed activities and outputs in the evidence management area are included in section 4 of this report.

The project 'developing a system for assigning digital object identifiers (DOIs)', aiming at increasing accessibility to EFSA scientific data from the outside world, is ongoing and on track while work on the 'Scientific Data Warehouse' (DWH) project continues. Due to the complexity of the latter, some issues with the quality of components delivered by the contractors and risks of delay are identified.

The Open ScAIE project delivered on time the business process for uploading, managing evidence in place, including assignment of digital object identifiers to evidence. However, a delay is observed in the Knowledge Junction and attention is needed to the resources availability for the timely finalisation of the remaining deliverables of the project.

The project 'Introduction of a framework for Information Access Management' aiming at the improvement of data interoperability is on track.

The projects contributing to the continuous effort of EFSA to widen its evidence base, increase data interoperability and migrate towards structured data to foster efficiency, innovation and new methods in risk assessment (i.e. EU MENU, FOODEX2, IPCHEM,

SSD2 pilot), are on track. Some issues are observed in the context of projects 'data collection services' that is at risk due to lack of resources. The 'Information governance' project also needs attention in terms of resources in order to accommodate the delays generated during the transition to the executing phase.

Finally the 'Molecular typing' project has some risks identified due to technical and operational complexities.

Table 9: Projects under SO2 – Status report

Intermediary impact	Expected result - outcome	Project	Overall Status	Comments
Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data		Information Management Programme	🟡	
		Information governance	🟡	Time: project timeline aligned with the baseline defined at the transition from organising phase to executing phase.
			🟡	Risk: additional delays could happen due to unavailability of the relevant DATA resources to complete the revision of the DMF (Data Management Framework) report.
	Improved access to data	Developing a system for assigning digital object identifiers	🟡	
	Improved access to data	Scientific Data Warehouse (DWH)	🔴	Quality: Several components delivered by contractors had to be enhanced due to the complexity of the overall system to be engineered.
	Improved access to data	Scientific Data Warehouse (DWH)	🔴	Time: The project has delivered all the expected dashboards and business benefits. Transition in process mode is taking more time to ensure a correct SW maintenance process.
	Improved access to data	Open ScAIE project	🟡	Time: Preparation of AMU contract for populating Knowledge Junction delayed, slow response from member states observed.
	Wider data coverage	Molecular typing	🔴	Risk: further delays might be encountered due to the difficulty of components installation. The risk can be mitigated with an additional contract to acquire the relevant competencies in IT.
	Increased standardisation and interoperability of data	Introduction of a framework for Information Access Management	🟡	Time: Technical difficulties in installing the software components in delivery environment -contract management improvement needed.

Intermediary impact	Expected result - outcome	Project	Overall Status	Comments
Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data	Increased standardisation and interoperability of data	EU MENU	🟡	Risk: Project leader retired at the end of September. Post re-allocation not yet confirmed.
	Increased standardisation and interoperability of data	FOODEX2	🟡	
	Increased standardisation and interoperability of data	IPCHEM	🟡	
	Increased standardisation and interoperability of data	SSD2 pilot	🟡	
	Improved quality of data	Data collection services	🟡	<p>Resources (FTEs): pilot was due to start by March 2017 but has not yet started due to resource constraints.</p> <p>Risk1: delay in delivery due to delay in starting the pilot project.</p> <p>Risk2: quality and/or timeliness issues resulting in delays approving the final deliverables.</p>

3.3. Build the EU's scientific assessment capacity and knowledge community

Long term results

The expected intermediate impact of EFSA's activities towards this strategic objective is measured by indicators already listed in the SPD 2017-2019, namely:

- Intermediate impact 1: Increased efficiency at European and international level
- Intermediate impact 2: Increased satisfaction of MS, EU and international partners with regard to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)

These indicators are composed by sub indicators for which the definition of the methodology of the measurement and their target are under development for this reporting period.

Medium term results

The expected outcomes of EFSA's activities towards this strategic objective in the medium term are measured by indicators already listed in the SPD 2017-2019, namely:

- Outcome 1: building and sharing capacity within the risk assessment community at organisational level
- Outcome 2: building and sharing capacity within the risk assessment community at individual level
- Outcome 3: strengthened capacity using innovative ways

The details of the methodology of the measurement definition and the target for performance indicators under outcomes 2 and 3 are under development for this reporting period. Performance data for the outcome 1 are presented in table 10.

The high achievement result for the number of joint activities with international partners under cooperation agreements is due to the fact that, in the original estimate, the pre-accession activities were not included. The international activities of EFSA have been constantly increasing and they will continue in the coming years with the renewed programme for pre-accession to be agreed at upcoming MB meeting in June. Similarly, results higher than targeted were achieved for the indicators of the risk assessment agenda take-up index. These will be monitored throughout the year and targets will be reviewed accordingly for the following years.

Table 10: Activity and outcome indicators for SO3

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Outcome: Building and sharing capacity within the risk assessment community at organisational level						
Risk assessment agenda take-up index	Number of joint projects	N/A	15	8	9	✿
	Number of priority areas covered		5	2	8	✿
	'Number of partners (Member States) in joint projects		8	2	15	✿
	'Number of partners (other than Member States) in joint projects		12	3	6	✿

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
	Number of projects not funded primarily by EFSA ⁹		0	N/A	N/A	N/A
	Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements	5	8	2	19	

Annual Work programme

The number of Member States cooperation activities exceeded the target for this reporting period.

The number of cooperation agreements with international and third country organisations is on track: the 82% of the annual target is achieved.

The number of the international cooperation activities reached 21% of the annual target slightly below of the target set for this reporting period.

Table 11: Activity and output indicators for SO3

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Number of MS cooperation activities (network meetings, national FP events/workshops)	75	20	22		29%
Number of cooperation agreements with international and third country organisations	17	14	14		82%
Number of international cooperation activities (meetings, events, missions)	24	6	5		21%

A summary status report for the projects under strategic objective 3 is presented in table 12. Detailed activities and outputs in the area of building EU's scientific assessment capacity and knowledge community are included in section 4 of this report.

Table 12. Key projects under SO3 – Status report

Intermediary impact	Expected result - Outcome	Project	Overall Status	Comments
Increased efficiency at European and international level Increased satisfaction of MS, EU and international partners with regard to the building and sharing of risk assessment capacity and a	building and sharing capacity within the risk assessment community at organisational level	Expertise Management Programme		
		EU-FORA		
		EFSA Pre-accession Programme		
		Innovative approach for Article 36 networking and management of the list		Pilot within the new Customer Relationship Management (CRM) environment in EFSA. Current moderate deviation regarding IT budget and risks is addressed in the updated project charter

⁹ This sub indicator is included although no target is set for this year because it is part of the risk assessment agenda take up index.

knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)	strengthened capacity using innovative ways	Crowdsourcing		Resources (FTEs) attention, project charter will be updated
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The work performed under the 'Expertise management programme' on the identification of the necessary competences, the development of expertise and capabilities and the attraction of EU risk assessment experts to foster the international risk assessment community, is on track.

Aiming at strengthening capacity building and sharing among EU and international partners, the projects "European Food Risk Assessment Fellowship (EU-FORA Programme" and 'EFSA pre-accession programme' are on track. The project on the innovative approach for Art 36 networking and management of the list is facing moderate challenges in terms of budget and risks. As a new solution will be developed in a pilot within the new Customer Relationship Management (CRM) environment in EFSA, the current deviation regarding the IT budget and the relevant risk is already addressed in the updated project charter.

In exploring new ways of increasing risk assessment capacity, the 'crowdsourcing' project is on track, although attention is needed on the resources investment. Being a new topic to EFSA, crowdsourcing requires more preparation than an average EFSA project which led to use of the total amount of FTES planned for the whole year already during the first reporting period. This prevented any negative impact to the progress of the project but the plan will now be updated.

3.4. Prepare for future risk assessment challenges

Long term results

The expected intermediate impact of EFSA's activities towards this strategic objective is measured by indicators already listed in the SPD 2017-2019, namely:

- Intermediate impact 1: Increased effectiveness of preparedness and response
- Intermediate impact 2: Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response

These indicators are composed by sub indicators for which the definition of the methodology of the measurement and their target are under development for this reporting period.

Medium term results

The expected outcomes of EFSA's activities towards this strategic objective, in the medium term, are measured by indicators already listed in the SPD 2017-2019, namely:

- Outcome 1: Fostered use of new approaches and enhanced ability to anticipate and respond to risks
- Outcome 2: Accessibility of EFSA methods and tools
- Outcome 3: Harmonisation of risk assessment methodologies

The details for the definition of the methodology of the measurement and the target for these performance indicators are under development for this reporting period.

Annual Work programme

The production of scientific outputs and technical reports exceeded the target: 3 scientific outputs and 6 technical reports were published reaching 23% of the annual target.

The annual target was exceeded as well on the publication of other EFSA outputs (9 external report and 1 event report published exceeding the target of 7 in total for this reporting period) recording 45% of the annual target.

Table 13: Activity and output indicators for SO4

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Number of questions delivered for scientific outputs and technical reports	40	6	9	🟡	23%
Number of questions delivered for 'other publications' (external reports, event reports)	18 ¹⁰	7	10	🟡	45%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	🟢	On target

¹⁰ (14 external/4 event reports)

A summary status report for the key projects under strategic objective 4 is presented in table 14. Detailed activities and outputs in the area of preparedness and methods development are included in section 4 of this report.

Aiming at identifying timely and proactively the priority areas and the actions for preparedness, EFSA embarked on self task initiatives, in collaboration with key partners and stakeholders. In this context the 'Wildlife' and 'Vectornet' projects are on track for this reporting period.

Table 14: Projects under SO4/sub area 1 – Status report

Intermediary impact	Expected result - outcome	Project	Overall Status	Comments
Increased effectiveness of preparedness and response	Fostered use of new approaches and enhanced ability to anticipate and respond to risks	1. Wildlife project	●	Initiated. One contract signed and another will be signed shortly. The delivery of the reports is expected in Q1 2018.
		2. Vectornet project	●	The deliverables were all provided a part one that is pending. Negotiation for a new service contract is in progress.
		Define new activity on urgent response for plant health issues	N/A	Not started yet
		Tracing methodology	●	Time: negotiations with requestor (EC) are ongoing with an impact on the start of work package2. Budget: meetings reduction as a consequence of time delay FTEs: workload shifted as a consequence of time delay
		Preparatory work for future advice / Integrating new approaches in chemical risk assessment	●	
		- Cumulative Risk Assessment of Pesticides - Deliverable 1	N/A	Deliverables: charter to be updated.
		Data collection on historical control data	N/A	
		Coordinated framework for the development of environmental risk assessment across the various EFSA units and panels: Pilot Projects with MSs on 4 areas (pesticides soil, pesticides aquatic, plant health, multi-stressors)	N/A	Topic discussion in break-out session at JRC and drafting of the charter ongoing
		Bee health	N/A	
		Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods	●	Consumed more than the planned budget for meetings. Work package 3, 4, 5 to be moved to 2018 because of cross cutting issues with the NDA Panel. The charter will be updated accordingly

Intermediary impact	Expected result - outcome	Project	Overall Status	Comments
		Guidance documents for health claims	🟡	Shortfall to be covered with redistribution of internal budget in the May transfer. Shortfall to be covered with redistribution of internal resources.
		Use of protein hydrolysates in formulae	🟡	Shortfall to be covered with redistribution of internal budget in the May transfer.
		Aquatic RA Guidance Opinion on TK/TD and simple food chain effects modelling for RA	🟡	
		EFSA guidance on Dermal Absorption Deliverables: GD on dermal absorption Technical report on the public consultation	🟡	GD and Tech report will be published in June 2017
		Epidemiological studies Deliverables: Scientific Opinion, Tech report of the public consultation, Event report, External scientific report	🟡	
		Hazard assessment of Endocrine Disruptors Deliverables: EFSA GD, Technical report on Public consultation	🟡	
		PECs in Soil Deliverables: EFSA GD, Software, External scientific report, Technical report	🟡	
		PECs in Soil	🟡	The last EFSA GD and tech report will be published at the end of 2017. Deliverables: EFSA GDs, software, external scientific report, technical report.
		QSAR Dermal absorption	🟡	Procurement on applicability of in silico tools for the prediction of dermal absorption for pesticides.
		Repair action of the FOCUS surface water scenarios	🟡	Deliverables: Scientific report of EFSA, Technical report on the public consultation.
		Review of the published non-dietary exposure data to pesticides for residents and bystanders and for environmental RA.	🟡	Deliverable: External scientific report.
		Terrestrial RA Guidance. Non-target terrestrial plants and Amphibians and reptile Guidance	N/A	Charter is being updated.
		Testing strategies for evaluation of developmental neurotoxicity	🟡	Deliverables: Ext Scientific report, Scientific Opinion, Event report.

Table 15: Projects under SO4/sub area 2 – Status report

Intermediate impact	Expected result-outcome	Project	Overall Status	Comments
Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response	Harmonisation of risk assessment methodologies	Set up of a plan for the further development and use of animal-based indications for animal welfare risk assessment	N/A	This is not being performed.
		Expert knowledge elicitation (EKE)	✿	Deliverable 1: Further implementation of EKE process based on the guidance and training (process implemented through training courses).
		Scientific Committee Guidance Document Review framework (Guidance review)	✿	Scientific Opinion of EFSA 'Scientific motivations and criteria to consider updating EFSA scientific assessments'.
		Harmonise EFSA environmental risk assessment (ERA) schemes	✿	
		Evidence use in risk assessment: Prometheus	✿	

Aiming at increasing transparency in risk assessment and make EFSA an international reference in the area of development of scientific assessment tools and methodologies, almost all projects are on track.

Table 16: Projects under SO4/sub area 3 – Status report

Intermediate impact	Expected result - outcome	Project	Overall Status	Comments
Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response	Accessibility of EFSA methods and tools	Risk Assessment tools for the safety of global food and feed supply chains (FPA with BfR)	✿	
		R4EU	✿	
		Knowledge junction (through Open ScAIE)	✿	

3.5. Create an environment and culture that reflects EFSA's values

Long term results

The expected intermediate impact of EFSA's activities towards this strategic objective is measured by indicators already listed in the SPD 2017-2019, namely:

- Intermediate impact 1: Sound operational performance
- Intermediate impact 2: Efficiency

The reporting on intermediate impact 1 is going to be calculated on the basis of the overall number of KPIs that resulted successful (target reached) by the end of the year. As indicated in the SPD 2017-2019 a number of indicators still pending definition of the methodology of the measurement and their target. However, a partial result of the achievement based on the indicators already defined is provided in table 17

The second intermediary impact indicator on efficiency is partially defined. Results are provided in the table on the "improved ratio of effort (FTE) spent in operational vs support activities" while the Efficiency index in EFSA's activities" including process maturity index, and projects quality index remain to be defined in 2017 in terms of framework, baseline and target.

Table 17: Intermediate indicators for SO5

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Intermediary impact: Sound operational performance						
Proportion of KPIs of the programming documents (intermediate impact; outcome; output) reaching target	Proportion of KPIs of the programming documents reaching target - intermediate impact ¹¹	TBD in 2017	80%	80%	100%	🟡
	Proportion of KPIs of the programming documents reaching target - outcome ¹²	TBD in 2017	90%	90%	92%	🟡
	Proportion of KPIs of the programming documents reaching target - output ¹³	TBD in 2017	100%	100%	97%	🟡
Clean discharge achieved	Accounts are closed ¹⁴	Yes	Yes	Yes	Yes	🟡
	- Discharge is granted ¹⁵	Yes	Yes	Yes	Yes	🟡
	Observations are followed up within the prescribed deadlines ¹⁶	100%	100%	N/A	100%	🟢
Intermediary impact: Efficiency						
Improved ratio of effort (FTE) spent in operational vs support activities		2016 actual: 73.5:26.5	>75:25	N/A	74:26	🟡

11 Indicator takes into account only those Intermediary Impact KPIs that are already fully defined

12 Indicator takes into account only those Outcome KPIs that are already fully defined

13 Indicator takes into account only those Output KPIs that are already fully defined

14 Touch and go. On-track banking services

15 Achievement relative to 2015 data

16 Successful exercise - very positive outcome from the parliament

Medium term results

The expected outcomes of EFSA's activities towards this strategic objective in the medium term are measured by indicators already listed in the SPD 2017-2019, namely:

- Outcome 1: People and culture
- Outcome 2: Compliance
- Outcome 3: Enabling work environment
- Outcome 4: Capabilities

The reporting on outcome 1 will be based on a survey to be delivered by the end of the year. The details for the definition of the methodology of the measurement and the target for performance indicators under Outcome 3 and 4, are under development for this reporting period, apart from the ratio of tele-meetings versus physical meetings under outcome 3. This was already defined in the past. Performance data for this outcome and for outcome 2 are presented in table 18.

The compliance index is overall within the annual target while the respective financial impact of the non-compliance is far below the limit.

Regarding the enabling work environment, and the use of innovative collaboration methods supported by world class IT tools, the target on the proportion of tele-meetings has been raised with respect to the previous year from 15 to 20%. The target is EFSA wide and it is applicable to the meetings that involve external experts (panel, working group and network experts).

Table18: Outcome indicators for SO5

KPI	Indicator	Baseline	Target 2017	Target P1 2017	Executed P1 2017	Status P1
Outcome: People and culture						
Management and leadership index	Occupancy rate (%) Statutory staff year average	95.0	>95.5	>95.5	98.3 ¹⁷	
Outcome: Compliance						
Compliance index (to laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of exception requests.	90	90	N/A	18	
	Number of non-compliant events.	<25	<25	N/A	10	
	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser) ¹⁸	0; 4 (2016)	0; <5	N/A	0; 4	
	Respective financial impact	150K € (2015)	150K €	N/A	13,677 ¹⁹	
Outcome: Enabling work environment						
Innovative collaboration methods supported by world class IT tools	% of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings)	15/85	20%	20%	18.95 %	

¹⁷ Average Occupancy rate for the reporting period January – April 2017. The occupancy rate as of 30/4, reached the 98.7%

¹⁸ Outcome will be part of the 2017 Assurance report

¹⁹ Data as of end of March 2017

Annual workplan

While the compliance indicator on aDOIs is on track, a small deviation from the target is observed for the sDOIs target (sDOI 99.8%). This is due to three cases of experts from PPR panel that had their sDOIs approved during the plenary meeting.

Regarding the financial performance this is slightly below target but higher than last year's execution. Further analysis is provided in section 2 of this report.

While the service delivery index exceeds the annual target, the transformation performance index is below target, due to the low performance on projects' status (perfect projects: % of projects on time, in full, on budget, with quality) with regards to timely execution as it can be seen at the project status section.

Table 19: Activity and output indicators for SO5

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P1 2017	Executed P1 2017	Status P1	% Target 2017
Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%		On target
Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%	99.8%		99.8%
Proportion of original budget committed/paid at year end – differentiated	100%	37% 33%	30% (C) 20% (P)		30% (C ²⁰) 20% (P)
Proportion of original budget committed/paid at year end – non-differentiated	100% / 90%	52% 30%	51% (C) 29% (P)		51% (C) 29% (P)
Proportion of original science grants and procurement budget committed/paid at year end	100%	42% 37%	33% (C) 23% (P)		33% (C) 23% (P)
Carry-forward of payments to following year	10%	NA	NA	NA	NA
Service delivery index ²¹	77%	77%	78%		101%
Transformation performance index (development project execution index) ²²	78%	78%	70%		90%

A summary status report for the projects under strategic objective 5 is presented in table 20. Detailed activities and outputs in the area of preparedness and methods development are included in section 4 of this report.

Aiming at establishing an operational framework that puts in practise EFSA's values, ensures delivery of strategic objectives 1-4 and enforces sound operational performance by optimizing available resources, the projects planned in the workplan 2017 are on track for this reporting period.

²⁰ C: committed, P: Paid

²¹ IT services are measured in this index (perfect services: % of services which consistently achieve or overachieve their targeted SLAs)

²² Based on selected projects

Table 20: Projects under SO5 – Status report

Intermediate impact	Expected result - Outcome	Project	Overall Status	Comments
Sound operational performance Efficiency		External evaluation	Green	
		EU Agencies' Network (EUAN)	Green	
	People and culture	Talent Management	Green	
	Compliance	Centralisation of competing interest management	Green	
		Independence policy	Green	
		Business continuity	Green	
		OHSAS 18000 certification	Green	
		Correspondence & records management	Green	
	Enabling work environment	Organisational development: mission centralisation and travel logistics outsourcing	Green	
	Capabilities	Performance and results management approach	Green	
	Capabilities	EMAS certification registration. ISO 14001 certification and certification achievement	Green	
	Capabilities	Businesses DWH (B.I.K.E. project)	N/A	To start.

4. Annual work programme progress per SO

4.1. 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, the main achievements from the implementation of the EFSA work programme during the first reporting period of 2017 were:

General risk assessment

The Panel on Animal health and welfare (AHAW) adopted and published, among others, the scientific opinion on Bluetongue (ToR 1-2-3), the scientific opinion on the slaughter of pregnant animals, the scientific opinion on the methodology for the animal health law and the scientific opinion on vector borne diseases.

In the same reporting period,

- completion of 7 procurements on Animal Health Law (AHL), which will serve to complete opinions on AHL listed diseases;
- completion of a procurement on 'Risk of vector-borne diseases for the EU: Entomological aspects Part 2' and on 'First estimation of *Culicoides imicola* and *Culicoides obsoletus/Culicoides scoticus* seasonality and abundance in Europe', which were both used to complete scientific opinion on Vector-borne diseases (to be adopted during the next reporting period).

The Panel on Plant health (PLH) presented the first 4 opinions on pest risk categorization to the scientific committee. These opinions were using a brand new methodology to assess risk of regulated plant pests. The opinions are: 'Cryphonectria parasitica', 'Ceratocystis platani', 'Grapevine Flavescence Doree', 'Ditylenchus destructor pests';

The ALPHA Unit concluded the work for the following:

- adoption of scientific report on olive varieties' susceptibility to CoDiRO strain of *Xylella fastidiosa* subsp. *pauca* - host plant database;
- adoption of INSECTICIDE protocol (protocol for data collection and evaluation of insecticide active substances, under art.4.7 of Regulation (EC) No 1107/2009);
- adoption of scientific and technical assistance on Lumpy Skin Disease (report 2017);
- adoption and publication of scientific and technical assistance concerning the risk of survival, establishment and spread of *Batrachochytrium salamandivorans* (Bsal) in the EU;
- adoption and publication of technical and scientific assistance on African swine fever
- publication of Evaluation of data concerning the necessity of flumioxazin as herbicide to control a serious danger to plant health which cannot be contained by other available means, including non-chemical methods.

The Panel on Biological hazards (BIOHAZ) adopted one scientific opinion on hazard analysis approaches for certain small retail establishments in view of the application of their food safety management system.

The Panel on Contaminants in the food chain (CONTAM) adopted a scientific opinion on the risks for animal and public health related to the presence of deoxynivalenol, metabolites of deoxynivalenol and masked deoxynivalenol in food and feed, a scientific

opinion on the risks for public health related to the presence of tetrodotoxins (TTX) and TTX-analogues in marine bivalves and gastropods and a scientific opinion on the appropriateness to set a group health based guidance value for nivalenol and its modified forms.

In the same reporting period, the BIOCONTAM Unit concluded the preparatory work for the 2015 EUSR on antimicrobial resistance and finalised the Joint EFSA - ECDC Scientific Report 'European Union summary report on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food in 2015'.

The Unit also published the Joint EFSA - ECDC Technical Report on "Rapid Outbreak Assessment: Multi-country outbreak of *Salmonella Enteritidis* phage type 8, MLVA profile 2-9-7-3-2 and 2-9-6-3-2 infections". –

The Panel on Nutrition, dietetic products and allergies (NDA), within its activities related to the general risk assessment adopted, after public consultation, one opinion on Dietary Reference Values for vitamin K for adults, infants and children, pregnant and lactating women.

Regulated products

In this reporting period the Applications Desk Unit (APDESK) received and processed 168 applications and 127 requests for information via web form. The administrative guidance to applicants for the preparation of applications for substances to be used in food contact materials was also adopted in this reporting period.

The FEEDAP Panel adopted a total of 21 scientific opinions on feed additives: 7 technological, 1 sensory, 8 zootechnical, 5 nutritional.

The ANS Panel adopted a total of 12 opinions on food additives: 9 on food additives re-evaluation, 2 on new applications, and the scientific opinion in relation to a new study on the carcinogenic potential of the food additive sucralose (E 955).

The CEF Panel adopted a total of 10 opinions: 1 food contact material, 5 flavourings and 4 enzymes.

The GMO Panel adopted a total of 6 opinions: 5 on applications (3 soybeans, 1 cotton and 1 oilseed rape) and one on the 2015 MON 810 PMEM report. Furthermore the Panel adopted a statement on additional information received on an already adopted application. In the same reporting period, the GMO Unit concluded the work on one technical report on an explanatory note on literature search for PMEM (post-market environmental monitoring) reports and provided response to an EC request for scientific assistance on a publication by Kruse-Plass et al. in relation to the risk assessment of the GM Bt Maize crops.

The NUTRI Panel adopted two scientific opinions on Health Claims Art. 13.5, one scientific opinion on Health Claims Art. 14, and three scientific opinions and one statement on Novel Foods.

The Nutrition Unit, in collaboration with APDESK Unit, organized an info session on the preparation and safety assessment of applications for market authorization of novel foods.

The PRAS Unit finalized, among others:

- One scientific report on Scientific assistance as regards data on evidence that the application of flupyrifluron-methyl is necessary to control a serious danger to plant health which cannot be contained by other available means including non-chemical methods;
- The "2015 Annual Monitoring Report on Pesticide Residues" was published revealing that more than 97% of food samples collected across the EU in 2015 were within

legal limits, with just over 53% free of quantifiable residues. The figures are in line with those recorded in 2014;

- The EFSA guidance on reporting data on pesticide residues in food and feed according to Regulation (EC) No 396/2005 (2016 data collection).

Stakeholder engagement and communication

Media and social media

- 330 media enquiries (almost triple the number compared to previous quarter), due in large part to high interest in EFSA's work on palm oil and pesticides; large increase in coverage mentioning EFSA with over 4,000 articles in total for the reporting period;
- 45 interviews, including high-profile interviews with EFSA's ED in Euractiv, Politico and Reuters, and others in leading EU outlets including The Independent, ARD (German radio), Svenska Dagbladet (Swedish national print), and Süddeutsche Zeitung;
- Twitter: @Plants_EFSA account has reached +500 followers and has posted more than 470 tweets. Methods_EFSA has reached +290 followers and has produced more than 160 tweets. The ED (@BUrl_EFSA) has posted 217 tweets on and has reached 300+ followers;
- Pro-active social media campaigns in support of AMR, the EFSA survey on communicating uncertainty, EU 60th Anniversary, EU Agencies Network;
- The Methods LinkedIn group has +500 users.

Content production and dissemination

- News and multimedia products on AMR included the 'Reduce, replace, rethink' campaign, antimicrobials in calves' milk, public perceptions of AMR-associated risks and the annual AMR report, which was accompanied [by EFSA's first data visualization tool](#);
- News on health claims, outbreaks on Botulism and Salmonella, food safety rules for small retailers, African swine fever, chronic wasting disease, lumpy skin disease, EFSA's chairmanship of EU agencies' network, pesticide residues, and the OpenFoodTox database (+ [infographic](#));
- [Understanding Science video on food allergens](#), vox pop video on "data visualisation" and flash interview videos from the NDA and PLH open plenary meetings;
- 112 scientific outputs and 44 supporting publications published;
- Planning for next generation EFSA Journal on Wiley Online Library at advanced stage (implementation Q2 2017);
- Launch of "Trusted Science for Safe Food" strapline;

Stakeholders

- EFSA Registered Stakeholders: 96 organisations representing 7 stakeholder categories;
- Participation at conference organised by consumer organisation SAFE food advocacy, March, Brussels;
- Regular bilateral meeting of senior management with stakeholder representatives (Greenpeace, CEO, Testbiotech);
- Setting up of new consultative and discussion groups with stakeholder representatives (endocrine disruptors, feed additives).

4.2. Widen EFSA's evidence base and optimise access to its data

In the area of data collection and evidence management, the main achievements from the implementation of the EFSA work programme have been:

Data collections:

- Yearly update of the EFSA Standard Terminologies published. Terminologies are available through web services and they were also published in Zenodo supporting both SSD1 and SSD2 formats. 100 lists of standard terms published, around 300 requests of new terms managed along the year;
- Preparation of annual zoonoses data collections (Zoonoses prevalence, Antimicrobial resistance, Animal population, animal disease, food-borne outbreak) completed. All aspects of data transmission, data management, access to data through the data warehouse were configured and the data collections opened on time;
- 5 EFSA technical documents describing specific data quality requirements of the different data collections published by end January;
- Preparation of annual Veterinary Medicinal Product data collection completed. Data transmission opened on time on 28 April. Automatic data management and data publication through the data warehouse expected by end of May. Specific data quality requirements discussed and agreed with the network;
- Network meeting on Veterinary Medicinal Product held on 14-15-16 Feb;
- Initial 100 isolates received for Molecular typing data collection though BioNumerics data transmission;
- Preparation of Pesticide residues, Contaminants and Additive occurrence data collection ongoing. Opening on 15 May;

Support to data collection the evidence management unit concluded the following activities:

- framework partnership agreement on data quality kicked-off with 5 countries: Cyprus, France, Denmark, Germany, Slovakia
- framework contract on Data Management: evaluation completed, expected kick-off meeting beginning of June and new contracts to outsource some data management activities by 1 July. The FWC, once established can be used, in specific circumstances, to mitigate current shortage of resources;
- support for zoonoses XML data transmission: Sample based, SSD2 data transmission supported for Croatia. This represent a big step forward in data quality and capacity preparation for zoonoses data.

To support the food consumption data collection, the following activities took place:

- EUMENU: Support to 27 on going national dietary surveys in compliance with the EFSA Guidance on General principles for the collection of national food consumption data in the view of a pan-European dietary survey;
- 2 External Scientific Reports from Estonia published and related food consumption data received;
- 6 new projects started in the 1st quarter 2017;
- Network on Food Consumption Data on 30-31 March 2017;

Support on the assessment of dietary exposure was provided for the following Panel Opinions:

- CONTAM Panel - opinions on: Deoxynivalenol (DON) and Tetrodotoxin (TTX);
- NDA Panel - opinions on: Dietary Reference Values (DRVs) for vitamin K; Alginate-Konjac-Xanthan Polysaccharide Complex (PGX) and hydroxytyrosol as novel foods, and the suitability for use by infants of follow-on formula with a protein content of at least 1.61 g/100 kcal);
- CEF Panel (opinions on: Beta-amylase from barley and Beta amylase from soybean as enzymes, and caffeine and theobromine as flavouring agents);
- ANS Panel (opinions on the re-evaluation of the following food additives Lecithins (E322), Sodium nitrate (E251-252), Potassium nitrite (E249-250), Tragacanth (E413), Sorbitans (E491-495) and Fatty acids (E570));
- Exposure assessment contribution to the Scientific Committee guidance concerning the requirements for the risk assessment of substances in foods for infants below 16 weeks of age.

4.3. Build the EU's scientific assessment capacity and knowledge community

In the area of cooperation and expertise management and capacity building, the achievements from the implementation of the EFSA work programme covered, scientific cooperation in Member States, fostering cooperation with EU agencies and EU Commission and activities at international level.

Member States

- 30th Focal point meeting. Main topics: data collection, EU Risk Assessment Agenda, new Art.36 concept and international cooperation workplan for 2017-2019;
- ED visits to Malta (6 March): Malta will consider a follow up workshop on plant health crisis preparedness. Bulgaria (4 June): main topics discussed: neonicotinoids, the DG-RTD Food 2030 conference and Vector-Borne Disease, in particular Lumpy Skin Disease;
- 63rd Advisory Forum meeting (Malta). Break-out session on Art. 36 Network, agreement to establish a Scientific Network on Novel Foods and support for International Cooperation Workplan 2017-20;
- Country visits to Albania, Bosnia and Herzegovina, FYROM, Montenegro and Serbia to support national data collection of zoonoses, AMR and FBOs and transfer to DWH finalised in April.

Other Member State Networking Activities

- One technical report on the 2016 activities of the GMO scientific network was published.

EU Agencies and European Commission

- EFSA-EMA and ECHA joint position paper on harmonization of data to respond in the initiative of the MEP Girling of the European Parliament's ENVI Committee concerning a new project on the access to safety data between EFSA, ECHA and EMA;
- Joint EFSA/JRC Workshop 'Establishing synergies between IPChem (Information Platform for Chemical Monitoring Data) and EFSA Data Warehouse' (22 March).

International relations

- Visit by Japanese guest scientists on chemical risk assessment (8-14 February);
- Advisory Forum Discussion group on International Capacity Building (16-17 February) at the Federal Institute for Risk Assessment (BfR) in Berlin;
- Meeting with an Indonesian delegation of the Palm Oil Sector on Opinion on 3-MCPD (7 March);
- Meeting with International Agency for Research on Cancer (IARC) to discuss nutrition, exposure assessment, biostatistics and cancer epidemiology (10-11 April);
- ED and other staff visit to Japan (24-28 April): International Conference 'What does the future hold for international scientific cooperation for food safety' in Tokyo; 5th bilateral meeting with the Food Safety Commission of Japan (FSCJ).

Pre-Accession countries

- Multicountry TAIEX workshop for Mediterranean ENP and Pre-Accession countries on emerging risk organised by EFSA and Spanish food safety authorities and organisations in Zaragoza (March);

- Meeting of informal network of EU agencies working with Pre-Accession and European Neighbourhood programmes with DG NEAR, EMCDDA premises, Lisbon, Portugal (April);

Expertise management and capacity building

- Through its Expertise Management Programme (EMP), EFSA is pursuing its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts and ultimately attract the best available expertise. During Q1, the programme delivered a comprehensive library of scientific competences (with 7 main competencies, 37 skills, 16 main knowledge areas and 134 sub-knowledge areas) together with an "as-is analysis" and a "to be potential" pool of European scientific panel experts. It is estimated that 95,000 scientific experts match the competencies, skills, knowledge, years of experience and independence criteria of EFSA. In addition, a standard scientific panel job profile with a common set of knowledge shared by all panels has been delivered and was successfully tested in April in a new IT solution that will support the end-to-end panel experts' selection process. The 10-panel renewal call will be launched as planned, on 01/06/2017.
- Aiming at strengthening the Europe's capacity in food safety risk assessment the EU-FORA fellowship programme started its activities of attracting early to mid-career scientists (fellows) to be placed for one year in a competent authority or an Article 36 organisation of another country for on-the-job training in risk assessment. The programme exceeded its targets of applications (85 fellow candidate applications received coming from 21 different MS's; target was 50 fellow applications) and in terms of organisations that participated (18 organisations from 14 different MS's send 34 work programme proposals, several offering to host more than 1 fellow, the target being 8-10 organisation applications). Reaching almost 100% of the Member States interest to participate in one way and/or the other to this new scientific cooperation and capacity building initiative good diversity is observed in terms of scientific profile/competencies, gender, geographical spread, age and type of experience in the fellow applications, while the hosting site work programmes are of good relevance in terms of scientific topics/areas and geographical spread.

4.4. Prepare for future risk assessment challenges

In the area of preparedness and methodological development, the main achievements from the implementation of the EFSA work programme during the first reporting period of 2017 were:

Methodology development

The Scientific Committee adopted a scientific opinion on 'Scientific motivations and criteria to consider when updating scientific assessments' and a scientific opinion on a request for a scientific and technical guidance for the risk assessment of substances - food additives, pesticide residues, contaminants and substances migrating from food contact materials - present in food intended for infants.

In the same area:

- A technical report on 'Public consultation on the Terms of Reference of the self-tasking mandate on harmonisation of risk assessment methodologies for human health and ecological risk assessment of combined exposure to multiple chemicals' was finalised;
- EFSA signed one procurement on the development of a model to assess bee health (OC/EFSA/SCER/2016/03),
- An external scientific report on "Software for benchmark dose modelling" was published
- EFSA Workshop on Benchmark Dose: presentation of the EFSA platform for BMD analysis and reporting of BMD analysis
- In the same area of development of methodological support:
- The Panel on Nutrition, dietetic products and allergies (NDA) adopted, after public consultation, one scientific opinion on "the safety and suitability for use by infants of follow-on formula with a protein content of at least 1.6 g/100 kcal" and one scientific opinion on "scientific and technical guidance for the assessment of formulae manufactured from protein hydrolysates".
- The Pesticides Unit:
- published the event report on the "Workshop on integrated approach for testing and assessment of developmental neurotoxicity";
- finalised the external scientific reports linked to three outsourced activities (procurement):
 - o Pilot study on the inclusion of an uncertainty analysis in a non-regulatory evaluation report on the modification of fictitious MRLs;
 - o Human biomonitoring data collection from occupational exposure to pesticides;
 - o Review of the published non-dietary exposure data to pesticides for residents and bystanders and for environmental risk assessment;
- published the Outcome of the pesticides peer review meeting on the assessment of endocrine disrupting properties in mammalian toxicology and ecotoxicology;
- adopted after public consultation, one scientific opinion on "Investigation into experimental toxicological properties of plant protection products having a potential link to Parkinson's disease and childhood leukaemia" and one scientific opinion on "Addressing the state of science on risk assessment of plant protection products for in-soil organisms".
- The technical report on "Explanatory note on literature searching conducted in the context of GMO applications for (renewed) market authorisation and annual post-market environmental monitoring reports on GMOs authorised in the EU market" was approved on 05.04.2017.

- An interim Report of procurement on machine learning: "Assistance to the Assessment and Methodological support Unit for the provision of services to EFSA on the use of machine learning techniques for literature reviews and systematic reviews in EFSA" was provided.
- Presentation The "Risk assessment approaches, methods and techniques - where are we today - what's on the horizon" were presented at the EFSA-JRC collaboration workshop.
- Training courses for internal staff and experts on Expert knowledge elicitation, machine learning techniques, critical appraisal of systematic reviews were organised.

Preparedness and response

- Rapid outbreak: drafted report on *Salmonella* tracing
- The technical report on 'Horizon 2020: EFSA's Priority Research Topics, 2015 Consultation'
- technical report on "Crisis Support /Update of the EFSA procedures for responding to urgent advice needs" was published;
- The crisis exercise on plant health, the EFSA Workshop on Benchmark Dose, and the International Association for Food Protection (IAFP)'s European Symposium on Food Safety – Symposium on Emerging risks were organised by EFSA;
- one procurement on "Applying a tested procedure for the identification of potential emerging chemical risks in the food chain to the substances registered under REACH – REACH 2". (OC/EFSA/SCER/2016/01);
- EFSA signed one thematic grant on 'Methods and systems for identifying emerging food risks' (GP/EFSA/AFSCO/2016/01).
- Following a DG SANTE mandate, a workshop on crisis preparedness in plant health was organised in March 2017 with the collaboration of ALPHA and SCER units, and a process for plant health horizon scanning by media and literature monitoring has started with the service level agreement with JRC. The issuing of a monthly newsletter for risk managers since March 2017 is issued. A thematic grant on airborne plant pathogen surveillance has been launched.
- Within the preparedness activities of EFSA the BIOCONTAM Unit published the external scientific report on the Generation of occurrence data on citrinin in food;

Methodological advice

- Statistical advise with regard to the the ANS Panel for the "Statement on the validity of the conclusions of a mouse carcinogenicity study on sucralose (E 955) performed by the Ramazzini Institute" was provided.
- Systematic literature search advice with regard to the Statement on susceptibility of *Olea europaea* L. varieties to *Xylella fastidiosa* subsp. *pauca* ST53: systematic literature search up to 24 March 2017 was provided.

4.5. Create an environment and culture that reflects EFSA's values

The name of RESU Department has changed to Business Services "BuS" Department, to mirror a shift from a transactional to a strategic approach. The value proposition of BuS Department is to co-design effective solutions for the production of trusted scientific advice via a strong partnering approach with the "core business" of EFSA. As of 1 January 2017, the transformation journey started with the restructuring of several units. The former Planning Technology & Transformation (PTT) split its services and the Legal & Regulatory Affairs Unit expanded its activities to management of assurance functions:

- The new "Digital Transformation Services" will prepare EFSA for future risk assessment challenges by driving digitalisation of information, products, and processes; lift EFSA's capabilities in innovation, openness and collaboration through user-centric and self-service technology; and, maximize efficiency and quality by introducing shared standardised technology solutions.
- The design objectives of the "Global Performance Services" are to drive and support in a centralized manner the execution of EFSA 2020, to reinforce business intelligence and analysis capability, to promote results-based management and budgeting, while building up process and change management capabilities.
- The new "Legal & Assurance Services" is the central reference point for legal advice, risk management and audit-related activities, ensuring on top of its standard services (compliance with Union law and transparency and objectivity obligations, handling of litigation cases, ethics standards, anti-fraud policy and mechanisms) a streamlined and integrated management of internal control standards, providing coordination, guidelines and methodological support for risk management as well as audit-related advice and coordination.
- The undergoing evolution of Human Capital Unit is expected to be concluded in Q2 2017.

"Strategy and Policy" services

Results-orientation ensuring sound operational performance and optimising available resources are key priorities in 2017:

- To strengthen performance, enhance a results-based approach and a quality orientation, the EC/EFSA roadmap has been re-established, a results-based framework enhanced, new solutions for budget planning considered and an improved and more analytical Annual Activity Report was delivered.
- Business intelligence and forecasting capabilities have been enforced with the development of a multi-year overview of the implementation of EFSA's work programme. To inform strategic planning and organisational performance, a business data warehouse mimicking the scientific data warehouse is envisioned. EFSA has explored developing fore-sighting and prospective capacities holding its first-ever Environment Scanning and Scenario Planning workshop to pave the way up to 2035.
- Additionally, a process management capability characterisation of EFSA macro-processes with all processes/services/customers integration together with an

efficiency plan for processes and projects has been designed. This activity will be a solid input to the ISO 9001 quality review scheduled for September 2017.

- Another important area of activity is the development of a broadened the Customer feedback exercise, particularly with Member States and stakeholders and the further strengthening of a process management capability.

Talent attraction, management, and streamlining of recruitment processes is another important dimension to sustain EFSA's operating model:

- To foster expert attraction, specific efforts were deployed through EMP (see SO3). As for staff, the timeliness of recruitment procedures is ensured with an occupancy rate reaching as of end of April, 98.7% (vs average yearly target >95.5%) and the launch of SNE and Traineeship calls. 10 new reserve lists for standard posts should be also available by the end of the year. To promote EFSA's branding and efficiency of recruitment procedures, all EFSA's vacancies are now disseminated via EPSO, LinkedIn and Research Gate, enabling to register 27,727 subscribers for EFSA jobs and 23,022 followers on LinkedIn as of April 2017, a 46 % increase compared to the same period last year 2016.
- As part of ensuring sound management of the establishment plan 4 TAs posts (over the 7 planned for 2017) have been suppressed. Analysis on key HR metrics is regularly provided.
- In terms of Talent Development, EFSA has aligned its Learning & Development Strategy to EFSA 2020 objectives and continued investing in Learning with 57 internal trainings organised at end of April (vs. 24 last year), developing also a Managerial Pipeline as well as a dedicated Leadership and Management Development Programme for its managerial community. The third "All Managers Forum" on the topic of "Rewarding Collaboration" was organised in 2017, leveraging on the first two themes of "Fuelling Performance"

In terms of policy development:

- As part of the review of the 2011 Independence Policy, a public consultation was launched in Q1 as planned which has received 303 comments.
- As part of the Implementing Rules on Article 110 of the Staff Regulations, decisions on Prevention of Psychological and Sexual Harassment, Promotion of Officials and Reclassification of Temporary Agents and Contract Agents were developed and are ready for adoption.
- With regards to EFSA's 3rd external evaluation, EFSA has produced its management self-evaluation which will be an input to the external consultancy firm to be recruited in June 2017 as planned.

"Corporate Management Oversight" services

Improving organisational performance and compliance to ensure an efficient and effective delivery of strategic objectives 1 to 4 is for EFSA a priority:

- With the overall ambition of strengthening Governance and Accountability, an internal decision-making framework is being finalised and planned for adoption in Q2.
- Accountability, compliance & a regulatory framework ensuring legality of the operations are confirmed with the continuous legal and regulatory business support services, the Data Protection Officer function and its advisory role on data protection, the management of pre-litigations and PAD obligations (31 PAD

requests, 0 new/3 pending court cases), the centralised interest management function (944 ADOIs of experts processed), and the implementation of EFSA's anti-fraud strategy.

- The provision of integrated assurance mechanisms is being established through the ongoing mapping exercise of EFSA's management standards (risk management, exceptions workflow, quality process & Internal Control Standards). The reorganisation of the assurance functions to ensure effective implementation of management standards is being streamlined and will be further enhanced with the establishment of an Assurance Council. EFSA's risk management environment is being refined and an analysis of the current modus operandi is being carried out. In the framework of Internal Control Standards, a new non-conformities concept and approach was designed.
- Further development of a world-class environment is strengthened as EFSA in February 2017 was successfully added to the European EMAS (Eco-Management Audit Scheme) register. In addition, EFSA is working to integrate the management system with procedures to control and monitor the risks for health and safety associated to work and the external audit to certify its compliance with OHSAS 18001:2007 is planned for end 2017.
- Importantly, the 2015 Budget Discharge was issued by the European Parliament with no major issues.
- Efficient management of Treasury, Inventory & Accounts was confirmed by the Court of Auditors, and EFSA has received an unqualified opinion on its 2016 provisional accounts, stating their reliability and compliance to Financial and the Accounting Rules.

"Transactional services"

- A world-class IT to enable the achievement of EFSA's strategic objectives is ascertained according to metrics on service delivery 82% above target & end user satisfaction of 75% which is at 2016 level but still not at the 2017 target of 90%. However, the middle management satisfaction declined for projects 57% vs 80% target but improved for service owners' 52% .vs 60% target and is a point of attention and remediation in the remaining of 2017.
- Enhanced corporate services are being deployed notably with the centralisation of staff missions that are completed by 70% in Q1 and the development of a new travel model for EFSA experts to be concluded by end of 2017.
- Enhanced physical security measures were implemented and achieved in the course of Q1. The entrance of the underground parking spaces being recognized as the last weak area of the EFSA seat was secured.

EFSA is chairing in 2017 the Network of Agencies

In 2017, the network focuses more specifically on initiatives to share services among agencies and promote the value added by the agencies to European citizens. Key activities were:

- Review of network internal governance with a view to developing the model further and improving its functioning: The new ToRs of the Network and Service Level Agreement (SLA) of the Permanent Secretariat were adopted.
- Enhancement of the role of the Network of Agencies Procurement Officers to develop joint call for tenders and ensure overall efficiency gains.

- Expanded cooperation on HR matters: in Q2 EFSA will present a proposal for creating an HR subnetwork and explore sharing capabilities as regards modern HR management approaches (e.g. recruitment, competency management, workforce planning, performance evaluation, career development, talent development, and learning).
- Networks meetings successfully organised and held:
 - o Performance Development Network (PDN) met at the end of March and focused on the EU Agencies performance management framework and further developments in particular a maturity model, an update on the common catalogues of KPIs and intervention logics, a methodology for reporting the use and benefits from shared services and streamlining SPD guidance and templates.
 - o (Heads of Communication and Information Network (HCIN) met at the end of March. The first action was to mark the 60th Anniversary of the signing of the Treaty of Rome. The Sub-network is further developing messages that emphasize the achievements of the EUAN as well as making efforts by theme. ,
 - o Information and Communication Technologies Advisory Committee (IT governance and IT security) met early April and focused on achieving an actual implementation of shared services leveraging on the adoption of Cloud services. Additional areas of synergies and cost efficiencies with other EU Institutions includes the adoption of a common Digital Workplace strategy, a coordinated adoption of emerging technologies like Big Data and Artificial Intelligence and a broader adoption of a common IT Governance and IT Security policies
- Inter-Agency Legal Network (IALN) met in April and agreed to work on issues related to the sharing of legal services, specifically impediments to sharing substantial legal services and will carry out a pilot project this year. IALN will also examine the governance aspect of the common provisions related to the delegation of powers from the MB to the Agency Director and will prepare a working arrangement to provide legal support to the SWP on the staff regulation implementing rules.

Section II. Management of resources

1. Budget and financial management

Financial resources

As of April 30th the global commitment execution is at 48% (3% below the monthly plan and 12% above the previous year. The global payment execution stands at 28% of the total budget (8% below the monthly plan and 16% above the previous year). The main payment delays are in the area of Scientific Cooperation (EUR 0.94 million) and Library (EUR 0.32 million) due to pending invoices. The forecast still stands to reach the target at year end for both commitments and payments.

Title I, commitment execution (EUR 19.10 million) covered mainly staff salaries and allowances (EUR 15.83 million), European school, (EUR 1.23 million), interim services (EUR 0.68 million) and training (EUR 0.38 million).²³

In Title II, out of EUR 5.85 million, EUR 3.17 million was committed for building and EUR 2.57 million in IT infrastructure. High commitment execution at the level (68% of available budget by the end of April) is due to provisional character of commitments for recurring cost; in cases of some budget lines (mainly in IT), full amount of the yearly cost has been committed already.

In Title III, out of 13.16 million, EUR 5.02 million was committed for Scientific Meetings, EUR 3.17 million in Scientific Cooperation Programme and EUR 1.92 million in operational IT costs.

The payment execution has been mainly linked to staff salaries and allowances (EUR 12.47 million) and European School (EUR 1.23 million) in Title I, building costs (EUR 0.97 million) and IT costs (EUR 0.56 million) in Title II and Scientific Cooperation (EUR 2.44 million) and meetings (EUR 2.49 million) in Title III.

After the first quarter of 2017, commitments and payments execution recorded an increase of 12% in commitments and 16% in payments execution compared to the same period of 2016.

Title	Commitments April 2017	Commitments April 2016	Increase	Payments April 2017	Payments April 2016	Increase
Personnel	19,095,726	16,348,130	17%	14,473,398	12,227,595	18%
Infrastructure	5,845,289	5,658,391	3%	1,605,313	1,404,850	14%
Operations	13,155,352	12,066,685	9%	6,271,674	5,680,173	10%
Total:	38,096,367	34,073,206	12%	22,350,386	19,312,618	16%

Compared to the same period last year:

In Title I, commitments and payments, the increase mainly generated from staff cost and the anticipated payment of European School contribution (last year paid in July).

²³ Detailed execution by budget line can be found in "Reporting" page of [GPS portal section](#)

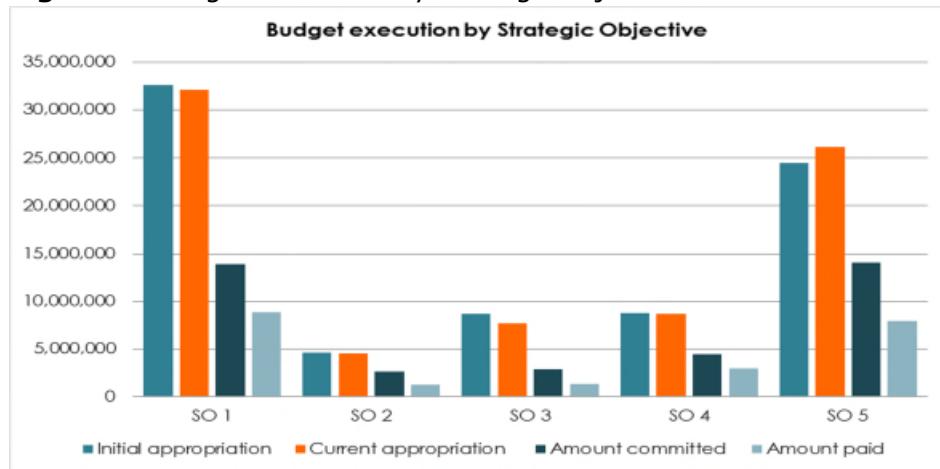
In Title

II, the commitment and payments execution shows a slight increase.

In Title III, the main increases in commitment execution can be observed in the Scientific Meetings (+ EUR 0.46 million) and Scientific Cooperation (+ EUR 0.43 million compared to previous year). In addition, it is noted that Scientific Cooperation is the main driver of the payment execution increase (+EUR 0.44 million). A small increase of EUR 0.16 million can be observed in the payment of operational IT cost.

The execution for each of the five strategic objectives incorporates the staff and infrastructure expenditure. This is redistributed in line with the percentage of actual FTEs registered under each SO. The increase of resources that can be observed under SO5 is mainly related to an 'higher than planned' share of FTEs registered under this strategic area, which leads to a higher staff and infrastructure costs allocation.

Figure 2: budget execution by strategic objective



Budget transfers

As of April 30th, an ad-hoc budget transfer of 161,000€ to BL 2101 has been implemented (ED decision March 31st) to cover unexpected contractual price increases linked to the renewal of software licences (140,000€ for the Oracle ULM licence as foreseen by the new inter-institutional call for tenders DIGIT/R3/PN/2016/053 which EFSA joined on 09/02/2017 and 21,000€ for the NetWorker software licence for unified back-up and recovery).

The first formal budget transfer was processed in May. Minor transfers have been implemented. In particular, in Title II a reallocation of 32K€ has been done to cover the cost of Microsoft premier support under the User Support line; in Title III, additional resources have been transferred to Scientific Cooperation meetings to support networking in the area of communications (44K€), Operating IT cost to support the web streaming of plenary meetings, cloud solution for Information Access management, Service Now solution for Contract Management, Business Continuity project (57K€) and Library services (15K€) to ensure sufficient service coverage until the end of the year. These shortfalls have been covered by releases from Missions related to operating duties, Conferences and Outreach and Risk Communications.

In this context, also a potential € 1 million shortfall under Title I - Staff costs has been identified mainly due to: on one hand the higher than planned average occupancy rate reached in the period and a higher average salary cost as a result of not foreseeable fluctuations and on the other hand, the drastic reduction in the initial budget (Title I

and II) of reserves potentially available to absorb possible increases in staff expenditure (a result of the already strained Title I costs).

Two possible solutions have been identified:

Solution 1:

Measures have been identified under Title I and Title II to cover the shortfall to the extent it is confirmed in the coming months. In particular: the postponement to 2018 of all new staff recruitments, including those already planned but not yet formalized, the reduction of interim staff budget by 30% with the effect that some substitution contracts for parental leave or long-term sick leave will not be renewed; the postponement of the on-boarding of new trainees from October/November to beginning 2018; the reduction of the unreserved training budget by 80%; and all the savings identified in the infrastructure costs have been frozen. The actions identified are aimed at safeguarding the operating budget (Title III) but will have a significant impact on the human resource availability and therefore the operation of some units both with respect to core operations and the implementation of strategic activities.

Solution 2:

The alternative of making a transfer of funds of about € 0.5 million from the operating budget (Title III) to partially cover the staff expenditure shortfall under Title I, and to allow the partial release of the "on hold" recruitments and the partial reinstatement of the training budget. Part of this transfer can be covered by € 0.26 million operating expenditure excess (Title III) that have been identified in the first budget review of May. An additional amount of about € 0.24 million should be identified in the following spending categories: Scientific Grants & Procurements, Operating IT, Events and Communication. While reductions in these spending categories will have an impact on the implementation of the strategic plan (via re-prioritisation of some activities), this can be managed in a more targeted manner compared to the impact via the freezing of the abovementioned Title I staff expenditure.

While EFSA has never carried out a transfer of funds from the operating expenditure to cover staff expenditure and although it has sought to plan and manage the least possible impact on operating funds, staff costs dynamics and financial constraints imposed by the MFF, are forcing EFSA into the direction of a more flexible management of the budget with the aim of maximising its expected results and minimising to the extent possible negative operational and strategic impact (solution 2).

2. Human resources management and talent selection

On 30 April 2017, 453 of the available 463 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents and contract agents), the posts occupied on 30 April were 442 of the available 448 (98.7%) while the average occupancy rate was 98.3% vs the 2017 yearly target of >95.5% (on average, about 440.3 of the available 448 posts were occupied throughout the period January-April 2017).

Table 21: Human resource overview

HUMAN RESOURCES	2016	2017	2017
	BUDGET REQUEST	BUDGET REQUEST	REPORTED PERIOD (P1)
Temporary Agents and Officials Executives, Managers & Officers (AD)	230	227	214
Temporary Agents and Officials Assistant functions (AST)	100	96	107
Total	330	323	321
Contract agents officer functions (CA FGIV)	75	90	90
Contract agents assistant functions (CA FG I, II, III)	50	35	31
TOTAL	125	125	121
Seconded National Experts	15	15	11
TOTAL STAFF ALL CATEGORIES	470	463	453

3. FTEs and budget indicators per strategic objective

Table 22: Input indicators for SO1 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO1	Resources invested per year	Target 2017	Executed P1 2017
	FTEs	198 ²⁴	74
	Budget (K, €)	32.63	13.94
Scientific – general risk assessment			
Input sub-indicator	FTEs	43 ²⁵	10
	Budget (K, €)	8.70	not available
Scientific – regulated products evaluation			
Input sub-indicator	FTEs	122	47
	Budget (K, €)	18.71	not available
Communication & engagement			
Input sub-indicator	FTEs	32	16
	Budget (K, €)	5.22	not available

²⁴ The decrease in 2017 compared to 2016 is mainly due to: i) a different classification of the DATA Unit's contribution to the EU Summary Reports, now classified under SO2 together with the general data collection activities; ii) the classification of all guidance and methodological development by RASA and REPRO Units under SO4; and iii) a shift of resources to the panel renewal activities in 2017 under SO3.

²⁵ Please see previous footnote.

Table

23: Input indicators for SO2 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Target 2017	Executed P1 2017
	FTEs	24 ²⁶	9
	Budget (K, €)	4.64 ²⁷	2.68

Table 24: Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Target 2017	Executed P1 2017
	FTEs	37 ²⁸	18
	Budget (K, €)	8.67 ²⁹	2.93

Table 25: Input indicators for SO4 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Target 2017	Executed P1 2017
	FTEs	35 ³⁰	13
	Budget (K, €)	8.77	4.45

Table 26: Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATOR			
Total SO5	Resources invested per year	Target 2017	Executed P1 2017
	FTEs	162 ³¹	67
	Budget (K, €)	24.50	14.10

²⁶ The increase in 2017 compared to 2016 is mainly due to a different classification of the DATA Unit's contribution to the EU Summary Reports, now classified under SO2 together with the general data collection activities.

²⁷ The budget reduction in 2017 is related to the closure of relevant projects, such as data warehouse (remaining activities in Q1 2017 have no budget impact) and molecular typing.

²⁸ The increase of resources in 2017 is mainly related to EFSA's panel renewal.

²⁹ Budgets for 2017 and 2018 include amounts related to thematic grants to be launched for scientific development initiatives. Once the initiatives are identified, the related budget will be moved to the relevant SOs.

³⁰ The increase of planned resources is mainly related to: the move of all guidance and methodologies development activities from SO1 and SO2 to SO4; the launch of the Methodologies Programme; the development of the Methodologies Hub; and projects such as Development of Machine Learning Techniques.

³¹ SO5 includes both operational and support activities: for details please see Appendix C and Annex I of the SPD 2017-2019. The decrease in resources for 2017 (FTEs and budget) compared to 2016 is mainly linked to the completion of relevant projects such as 'Step 2018' (organisational redesign) and 'Prime' (project management methodology).

Annex I. Resource allocation per strategic objective

1. Financial resources per strategic objective

Table 27: Budget allocations per strategic objective (% of the total EFSA budget)

EFSA'S STRATEGIC OBJECTIVE	EXECUTED 2016		BUDGET 2017		P1 2017	
	M€	%	M€	%	M€	
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	32.20	41%	32.63	37%	13.94	
SO2 Widen EFSA's evidence base and optimise access to its data	4.83	6%	4.64	7%	2.68	
SO3 Build the EU's risk assessment capacity and knowledge community	6.50	8%	8.67	8%	2.93	
SO4 Prepare for future risk assessment challenges	11.60	15%	8.77	12%	4.45	
SO5 Create an environment and culture that reflects EFSA's values	24.35	31%	24.50	37%	14.10	
Of which operations	9.02	11%	9.74	Not available		
Of which support	15.33	19%	14.76	Not available		
Total EFSA	79.49	100%	79.20	100%	38.10	

2. Human resources per strategic objective

Table 28: FTE allocations per strategic objective (% of the total EFSA budget

EFSA'S STRATEGIC OBJECTIVE	Executed 2016 FTE ¹ / posts	Plan 2017 FTEs ² / posts	%	1 ST QUARTER 2017	
				FTEs ³ / posts	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	200/202	198/201	43%	74	41%
SO2 Widen EFSA's evidence base and optimise access to its data	19/19	24/24	5%	9	5%
SO3 Build the EU's risk assessment capacity and knowledge community	31/32	37/37	8%	18	10%
SO4 Prepare for future risk assessment challenges	35/36	35/36	8%	13	7%
SO5 Create an environment and culture that reflects EFSA's values	179/181	162/165	36%	67	37%
Of which operations	57/58	50/51	11%	21	11%
Of which support	122/123	112/114	25%	47	26%
Total EFSA	464/470	456/463	100%	180	100%

¹ Actual available FTEs

² Planned FTEs are based on a 98% occupancy rate assumption applied to the average number of posts available during the year. Planned posts are the number of statutory staff and SNE posts assigned to EFSA at the end of each year.

³ In years 2018-2020 the amount of FTEs has been assumed equal to the number of posts assigned to EFSA at the end of each year.

Annex II. Financial resources

Table 29: Expenditures

Expenditure/title	2017		1 ST QUARTER	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title I - Staff expenditure	42.06	42.06	19.10	14.47
Title II - Infrastructure and operating expenditure	8.58	8.58	5.85	1.61
Title III - Operational expenditure	28.56	29.79	13.16	6.27
TOTAL EXPENDITURE	79.20	80.43	38.10	22.35

Expenditure type	Executed Budget 2016 Commitments	Executed Budget 2016 Payments	Budget 2017 Initial Commitments	Budget 2017 Current Commitments	Executed Budget as of April 2017 Commitments	Executed Budget as of April 2017 Payments
Title 1 - Staff expenditure	40,513,288	39,621,497	42,059,185	42,059,185	19,095,726	14,473,398
Salaries & allowances	35,944,081	35,935,787	37,131,185	37,131,185	15,611,750	12,526,185
- Of which establishment plan posts	29,179,558	29,179,558	29,304,185	29,304,185	12,434,550	9,917,663
- Of which external personnel	6,764,523	6,756,229	7,827,000	7,827,000	3,177,200	2,608,522
Expenditure relating to Staff recruitment	474,109	412,328	480,000	480,000	183,162	127,697
Mission expenses	196,668	189,645	361,000	361,000	205,000	77,257
Socio-medical infrastructure	295,317	219,507	319,000	319,000	184,781	39,556
Training	579,075	264,790	584,000	584,000	383,278	40,992
External Services	1,776,144	1,357,544	1,869,000	1,869,000	1,288,240	429,158
Receptions, events and representation	5,000	2,558	5,000	5,000	5,000	-
Social welfare	1,242,894	1,239,338	1,310,000	1,310,000	1,234,515	1,232,554
Other Staff related expenditure	-	-	-	-	-	-

Expenditure type	Executed Budget 2016 Commitments	Executed Budget 2016 Payments	Budget 2017 Initial Commitments	Budget 2017 Current Commitments	Executed Budget as of April 2017 Commitments	Executed Budget as of April 2017 Payments
Title 2 - Infrastructure and operating expenditure	9,725,259	7,480,789	8,578,000	8,578,000	5,845,289	1,605,313
Rental of buildings and associated costs	5,436,717	4,473,077	4,914,500	4,858,500	3,173,636	967,229
Information, communication technology and data processing	3,548,179	2,570,642	2,814,000	2,886,000	2,289,429	560,614
Movable property and associated costs	35,010	27,446	100,000	100,000	60,156	2,236
Current administrative expenditure	244,995	146,427	263,000	257,000	28,683	13,209
Postage / Telecommunications	365,375	198,091	364,500	364,500	254,435	43,572
Meeting expenses	93,862	65,105	110,000	100,000	37,901	18,453
Running costs in connection with operational activities	-	-	-	-	-	-
Information and publishing	1,121	-	12,000	12,000	1,050	-
Studies	-	-	-	-	-	-
Other infrastructure and operating expenditure	-	-	-	-	-	-
Title 3 - Operational expenditure	29,252,110	24,014,822	28,565,000	28,565,000	13,155,352	6,271,674
Scientific evaluation and Risk assessment	18,571,983	18,077,427	17,380,000	17,380,000	8,200,677	4,938,146
Communication and Cooperation	1,131,733	352,390	1,399,000	1,399,000	433,544	26,303
General operational support	9,548,395	5,585,005	9,786,000	9,786,000	4,521,130	1,307,226
TOTAL	79,490,657	71,117,107	79,202,185	79,202,185	38,096,367	22,350,386

Table 30: Budget Transfers January – May 2017

Title	Budget Headings Transfers from year start	Commitment and payment appropriation 2017			
		Initial	Transfers	Current	
1 STAFF					
11 STAFF IN ACTIVE EMPLOYMENT					
110	Staff in active employment				
1100	Basic salary	22,422,185.00	0.00	22,422,185.00	
1101	Family allowance	2,907,000.00	0.00	2,907,000.00	
1102	Transfer and expatriation allowance	2,397,000.00	0.00	2,397,000.00	
1103	Secretarial allowance	13,000.00	0.00	13,000.00	
tot. of 110		27,739,185.00	0.00	27,739,185.00	
111	Other staff				
1113	Stagiaires	818,000.00	0.00	818,000.00	
1115	Contract staff	6,290,000.00	0.00	6,290,000.00	
tot. of 111		7,108,000.00	0.00	7,108,000.00	
113	Employer's social security contributions				
1130	Insurance against sickness	786,000.00	0.00	786,000.00	
1131	Insurance against accidents and occupational disease	116,000.00	-105.63	115,894.37	
1132	Unemployment insurance for temporary staff	290,000.00	0.00	290,000.00	
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	
tot. of 113		1,192,000.00	-105.63	1,191,894.37	
114	Miscellaneous allowances and grants				
1140	Birth and death allowance	3,000.00	0.00	3,000.00	
1141	Annual leave travelling expenses	280,000.00	0.00	280,000.00	
1147	Call on duties	70,000.00	0.00	70,000.00	
1149	Other allowances and repayments	20,000.00	0.00	20,000.00	
tot. of 114		373,000.00	0.00	373,000.00	

Title	Budget Headings Transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Current
117	Supplementary services			
1171	Translation and interpretation	120,000.00	0.00	120,000.00
1172	Payment for administrative assistance from the Community institutions	250,000.00	105.63	250,105.63
1175	Interim services	1,014,000.00	0.00	1,014,000.00
1176	Consultancy	240,000.00	0.00	240,000.00
1177	Other services	245,000.00	0.00	245,000.00
tot. of 117		1,869,000.00	105.63	1,869,105.63

118	Recruitment costs and expenses on entering and leaving the service			
1180	Miscellaneous expenditure on recruitment	100,000.00	0.00	100,000.00
1181	Travel expenses (including for members of the family)	10,000.00	0.00	10,000.00
1182	Installation, resettlement and transfer allowances	190,000.00	0.00	190,000.00
1183	Removal expenses	120,000.00	0.00	120,000.00
1184	Temporary daily subsistence allowance	60,000.00	0.00	60,000.00
tot. of 118		480,000.00	0.00	480,000.00

119	Salary weightings			
1190	Salary weightings	0.00	0.00	0.00
tot. of 119		0.00	0.00	0.00
tot. of 11		38,761,185.00	0.00	38,761,185.00

13	MISSIONS AND DUTY TRAVEL
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130	Mission and travel expenses			
1300	Mission and travel expenses	261,000.00	0.00	261,000.00
1301	Shuttles for missions and duty	100,000.00	0.00	100,000.00
tot. of 130		361,000.00	0.00	361,000.00
tot. of 13		361,000.00	0.00	361,000.00

14	SOCIOMEDICAL INFRASTRUCTURE
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Title	Budget Headings	Commitment and payment appropriation 2017		
		Initial	Transfers	Current

140	Restaurants, meals and canteens			
1400	Restaurants, meals and canteens	64,000.00	0.00	64,000.00
	tot. of 140	64,000.00	0.00	64,000.00

141	Medical service			
1410	Medical service	255,000.00	0.00	255,000.00
	tot. of 141	255,000.00	0.00	255,000.00

142	Further training, language courses and retraining for staff			
1420	Further training, language courses and retraining for staff	584,000.00	0.00	584,000.00
	tot. of 142	584,000.00	0.00	584,000.00
	tot. of 14	903,000.00	0.00	903,000.00

15	EXCHANGE OF OFFICIALS AND EXPERTS			
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152	Exchange of officials and experts			
1520	Visiting experts, National Experts on Detachement	719,000.00	0.00	719,000.00
1521	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions		0.00	0.00
	tot. of 152	719,000.00	0.00	719,000.00
	tot. of 15	719,000.00	0.00	719,000.00

16	SOCIAL WELFARE			
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160	Special assistance grants			
1600	Special assistance grants	0.00	0.00	0.00
	tot. of 160	0.00	0.00	0.00

161	Social contacts between staff			
1610	Social contacts between staff	50,000.00	0.00	50,000.00
	tot. of 161	50,000.00	0.00	50,000.00

Title	Budget Headings	Commitment and payment appropriation 2017		
		Initial	Transfers	Current
Transfers from year start				

162	Other interventions			
1620	Other interventions	0.00	0.00	0.00
	tot. of 162	0.00	0.00	0.00

163	Early childhood centres and other creches			
1630	Early childhood centres, other creches and EU school contribution	1,250,000.00	0.00	1,250,000.00
	tot. of 163	1,250,000.00	0.00	1,250,000.00

164	Complementary aid for the handicapped			
1640	Complementary aid for the handicapped	10,000.00	0.00	10,000.00
	tot. of 164	10,000.00	0.00	10,000.00
	tot. of 16	1,310,000.00	0.00	1,310,000.00

17	RECEPTION AND ENTERTAINMENT EXPENSES			
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170	Reception and entertainment expenses			
1700	Reception and entertainment expenses	5,000.00	0.00	5,000.00
	tot. of 170	5,000.00	0.00	5,000.00
	tot. of 17	5,000.00	0.00	5,000.00
	tot. of 1	42,059,185.00	0.00	42,059,185.00

Title Chapter Article Item	Budget Headings	B 2017 Commitment & Payments		
		Initial	Transfers	Current
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY			

20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS			
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200	Building			
2000	Rent	45,000.00	0.00	45,000.00
2001	Acquisition	1,802,000.00	0.00	1,802,000.00
	tot. of 200	1,847,000.00	0.00	1,847,000.00

Title Chapter Article Item	Budget Headings	B 2017 Commitment & Payments		
		Initial	Transfers	Current
201	Insurance			
2010	Insurance	38,000.00	0.00	38,000.00
	tot. of 201	38,000.00	0.00	38,000.00
202	Water, gas, electricity and heating			
2020	Water, gas, electricity and heating	525,000.00	-15,000.00	510,000.00
	tot. of 202	525,000.00	-15,000.00	510,000.00
203	Cleaning and maintenance			
2030	Maintenance	347,000.00	0.00	347,000.00
2031	Cleaning	275,000.00	0.00	275,000.00
	tot. of 203	622,000.00	0.00	622,000.00
204	Refurbishment of premises/Fitting out			
2040	Refurbishment of premises/Fitting out	94,000.00	0.00	94,000.00
	tot. of 204	94,000.00	0.00	94,000.00
205	Security and surveillance of buildings			
2050	Security and surveillance of buildings	791,000.00	-10,000.00	781,000.00
	tot. of 205	791,000.00	-10,000.00	781,000.00
208	Preliminary expenditure relating to construction, acquisition or rental of immovable property			
2080	Preliminary to construction, acquisition or rental of immovable property	215,000.00	-11,000.00	204,000.00
	tot. of 208	215,000.00	-11,000.00	204,000.00
209	Other expenditure on buildings			
2090	Other expenditure on buildings	782,500.00	-20,000.00	762,500.00
	tot. of 209	782,500.00	-20,000.00	762,500.00
	tot. of 20	4,914,500.00	-56,000.00	4,858,500.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment & Payments		
		Initial	Transfers	Current
21	EXPENDITURE ON DATA PROCESSING			
210 Purchase and maintenance of IT for administration and non operational				
2100	Purchase/ maintenance of IT equipment	404,000.00	-89,000.00	315,000.00
2101	Purchase / maintenance of software	649,000.00	161,000.00	810,000.00
2103	Software development	1,015,000.00	-32,448.00	982,552.00
2104	User Support	746,000.00	32,448.00	778,448.00
tot. of 210		2,814,000.00	72,000.00	2,886,000.00
tot. of 21		2,814,000.00	72,000.00	2,886,000.00
22	MOVABLE PROPERTY AND ASSOCIATED COSTS			
220 Technical equipment and installations				
2200	Technical equipment and installations	80,000.00	0.00	80,000.00
2201	Hire or leasing of technical equipment and installations	0.00	0.00	0.00
2202	Maintenance and repair of technical equipment and installations	0.00	0.00	0.00
tot. of 220		80,000.00	0.00	80,000.00
221 Furniture				
2210	Purchase of furniture	20,000.00	0.00	20,000.00
2211	Hire of furniture	0.00	0.00	0.00
2212	Maintenance and repair of furniture	0.00	0.00	0.00
tot. of 221		20,000.00	0.00	20,000.00
tot. of 22		100,000.00	0.00	100,000.00
23	CURRENT ADMINISTRATIVE EXPENDITURE			
230 Stationery and office supplies				
2300	Stationery and office supplies	66,000.00	-6,000.00	60,000.00
tot. of 230		66,000.00	-6,000.00	60,000.00
232 Financial charges				
2320	Bank charges	1,000.00	0.00	1,000.00
2321	Other financial charges	0.00	0.00	0.00

Title Chapter Article Item	Budget Headings	B 2017 Commitment & Payments		
		Initial	Transfers	Current
	Transfers from year start	tot. of 232	1,000.00	0.00
233	Legal expenses			1,000.00
2330	Legal expenses	185,000.00	0.00	185,000.00
		tot. of 233	185,000.00	0.00
234	Damages			
2340	Damages	0.00	0.00	0.00
		tot. of 234	0.00	0.00
235	Other operating expenditure			
2350	Miscellaneous insurance	11,000.00	0.00	11,000.00
2353	Removals and associated handling	0.00	0.00	0.00
		tot. of 235	11,000.00	0.00
				11,000.00

239	Publications			
2390	Publications	12,000.00	0.00	12,000.00
		tot. of 239	12,000.00	0.00
		tot. of 23	275,000.00	-6,000.00
				269,000.00

24	POSTAL CHARGES AND TELECOMMUNICATIONS			
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240	Postal charges			
2400	Postal charges	35,500.00	0.00	35,500.00
		tot. of 240	35,500.00	0.00
				35,500.00

241	Telecommunications			
2410	Telecommunications subscriptions and charges	201,000.00	0.00	201,000.00
2411	Purchase and installation of equipment	128,000.00	0.00	128,000.00
		tot. of 241	329,000.00	0.00
		tot. of 24	364,500.00	0.00
				364,500.00

25	GOVERNANCE EXPENDITURE			
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250	Governance expenditure			
2500	Management Board meetings	110,000.00	-10,000.00	100,000.00
		tot. of 250	110,000.00	-10,000.00
				100,000.00
		tot. of 25	110,000.00	-10,000.00
		tot. of 2	8,578,000.00	0.00
				8,578,000.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
3	OPERATING EXPENDITURE LINKED TO THE AUTHORITY						

30	SCIENTIFIC EVALUATION of REGULATED PRODUCTS
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302	REPRO Experts meetings						
3020	REPRO Experts meetings	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00
	tot. of 302	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00
	tot. of 30	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00

31	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE
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312	RASA Experts meetings						
3120	RASA Experts meetings	3,695,000.00	0.00	3,695,000.00	3,695,000.00	0.00	3,695,000.00
	tot. of 312	3,695,000.00	0.00	3,695,000.00	3,695,000.00	0.00	3,695,000.00

313	Crisis support						
3130	Crisis support	9,000.00	0.00	9,000.00	9,000.00	0.00	9,000.00
	tot. of 313	9,000.00	0.00	9,000.00	9,000.00	0.00	9,000.00
	tot. of 31	3,704,000.00	0.00	3,704,000.00	3,704,000.00	0.00	3,704,000.00

32	EFSA SCIENTIFIC COOPERATION
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Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
321	EFSA Grants & Procurement						
3210	EFSA Grants & Procurement	9,490,000.00	0.00	9,490,000.00	10,754,280.00	0.00	10,754,280.00
	tot. of 321	9,490,000.00	0.00	9,490,000.00	10,754,280.00	0.00	10,754,280.00
322	Scientific cooperation meetings						
3220	Scientific cooperation meetings	68,000.00	44,000.00	112,000.00	68,000.00	44,000.00	112,000.00
	tot. of 343	68,000.00	44,000.00	112,000.00	68,000.00	44,000.00	112,000.00
323	Pre-accession and ENP Programmes*						
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENP (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00
324	Collaboration with other organisations*						
3240	Collaboration with FAO	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 3324	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 32	9,558,000.00	44,000.00	9,602,000.00	10,822,280.00	44,000.00	10,866,280.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
34	COMMUNICATIONS						
341 Risk Communication							
3410	Risk Communication	1,089,000.00	-61,078.50	1,027,921.50	1,089,000.00	-61,078.50	1,027,921.50
	tot. of 341	1,089,000.00	-61,078.50	1,027,921.50	1,089,000.00	-61,078.50	1,027,921.50
342 External relations							
3420	External relations	310,000.00	0.00	310,000.00	310,000.00	0.00	310,000.00
	tot. of 342	310,000.00	0.00	310,000.00	310,000.00	0.00	310,000.00
	tot. of 34	1,399,000.00	-61,078.50	1,337,921.50	1,399,000.00	-61,078.50	1,337,921.50
35	HORIZONTAL OPERATIONS						
350 Operational IT Systems							
3500	Operational IT Systems	3,975,000.00	57,758.50	4,032,758.50	3,975,000.00	57,758.50	4,032,758.50
3501	Multiannual IT Projects	1,202,000.00	0.00	1,202,000.00	1,167,000.00	0.00	1,167,000.00
	tot. of 350	5,177,000.00	57,758.50	5,234,758.50	5,142,000.00	57,758.50	5,199,758.50
351 Operational support							
3511	Translation, Interpretation, Linguistic Proofreading and Editing	200,000.00	0.00	200,000.00	200,000.00	0.00	200,000.00
3512	Library	534,000.00	15,000.00	549,000.00	534,000.00	15,000.00	549,000.00
3513	Mission of staff related to operational duties	950,000.00	-35,000.00	915,000.00	950,000.00	-35,000.00	915,000.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
3514	Shuttles for experts and staff related to operational duties	1,025,000.00	0.00	1,025,000.00	1,025,000.00	0.00	1,025,000.00
	tot. of 351	2,709,000.00	-20,000.00	2,689,000.00	2,709,000.00	-20,000.00	2,689,000.00

352	Conferences & Outreach						
3520	Conferences and Outreach	1,100,000.00	-20,680.00	1,079,320.00	1,100,000.00	-20,680.00	1,079,320.00
	tot. of 352	1,100,000.00	-20,680.00	1,079,320.00	1,100,000.00	-20,680.00	1,079,320.00

353	Operational development & Control						
3530	Operational Development & Control	760,000.00	0.00	760,000.00	760,000.00	0.00	760,000.00
	tot. of 353	760,000.00	0.00	760,000.00	760,000.00	0.00	760,000.00

354	Quality Management						
3540	Quality Management	40,000.00	0.00	40,000.00	40,000.00	0.00	40,000.00
	tot. of 354	40,000.00	0.00	40,000.00	40,000.00	0.00	40,000.00
	tot. of 35	9,786,000.00	17,078.50	9,803,078.50	9,751,000.00	17,078.50	9,768,078.50
	tot. of 3	28,565,000.00	0.00	28,565,000.00	29,794,280.00	0.00	29,794,280.00