

# Programming document 2019–2021

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# Programming document 2019-2021

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*Trusted science for safe food*

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

Adopted in Parma on 12 December 2017  
For EFSA's Management Board

[not signed]

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Chair of the Management Board

# Contents

Contents.....	3
Foreword .....	5
List of abbreviations.....	6
Mission statement .....	9
Section I. General context.....	11
Section II. Multiannual programming 2018-2021 ( ) .....	14
1. Strategic objectives .....	14
2. Multiannual programme 2018-2021 .....	16
2.1. Prioritise public and stakeholder engagement in the process of scientific assessment ....	16
2.2. Widen EFSA's evidence base and optimise access to its data.....	19
2.3. Build the EU's scientific assessment capacity and knowledge community .....	20
2.4. Prepare for future risk assessment challenges.....	22
2.5. Create an environment and culture that reflects EFSA's values.....	24
3. Financial and human resource outlook for 2018-2021 .....	27
Section III. Final work programme 2019.....	35
1. Executive summary .....	35
2. Activities per strategic objective .....	36
2.1. Prioritise public and stakeholder engagement in the process of scientific assessment ....	36
2.2. Widen EFSA's evidence base and optimise access to its data.....	39
2.3. Build the EU's scientific assessment capacity and knowledge community .....	41
2.4. Prepare for future risk assessment challenges.....	42
2.5. Create an environment and culture that reflects EFSA's values.....	44
Appendices .....	47
Appendix A — Predicted questions closed per strategic objective in 2019 .....	48
Appendix B — Resource allocation per strategic objectives in 2019 .....	50
Appendix C — Key performance indicators — medium- and long-term impact per strategic objective.....	51
Appendix D — Projects and process improvement initiatives per strategic objective .....	69
ANNEXES.....	98
Annex I. Resource allocation per strategic objective 2019-2021 .....	99
1. Financial resources per strategic objective .....	99
2. Human resources per strategic objective .....	100
Annex II. Financial resources 2019-2021 .....	101
1. Expenditure .....	101
2. Revenues.....	104
3. Calculation of budget out-turn.....	105
Annex III. Human resources 2019-2021 — quantitative .....	107
1. The staff population and its evolution .....	107

2.	Multiannual staff policy plan 2017-2021 .....	108
	Annex IV. Human resources 2019-2021 — qualitative .....	109
1.	Recruitment policy.....	109
2.	Appraisal of performance and reclassification/promotion.....	112
3.	Mobility policy .....	114
4.	Gender and geographical balance.....	115
5.	Schooling.....	117
	Annex V: Buildings.....	118
1.	Current building .....	118
2.	Building project in the planning phase .....	118
3.	Building projects submitted to the European Parliament and the Council.....	118
	Annex VI: Privileges and immunities.....	119
	Annex VII: Evaluations.....	120
	Annex VIII: Risk management and internal control .....	122
	Annex IX: Draft work programme for grants and operational procurements 2019 .....	124
1.	Operational sourcing by strategic objective .....	124
2.	Science programme: procurements and grants .....	125
3.	Communication programme .....	128
4.	Operational support.....	128
	Annex X. Organisational chart 2018.....	130
1.	Organisation and organisational chart (1 October 2017) .....	130

# Foreword

It is with great pleasure that I present to you EFSA's Single Programming Document for 2018-2020. This document will guide EFSA's activities in the years to come. It will help us to put into practice our vision – 'Trusted science for safe food' – and strategic objectives, thereby ensuring safe food for European citizens.

Those objectives are at the core of the five-year EFSA Strategy, which in its present form runs until 2020. Next year will therefore find us at the mid-point of our current Strategy, and we will reflect on how successful we have been in matching our day-to-day performance to our overarching objectives.

These day-to-day activities – EFSA's core business – will remain unchanged. We will continue to provide and communicate high-quality, timely scientific advice to European risk managers on risks related to the entire food chain.

As we take stock of our current Strategy and prepare for the next one, we will be assisted by the outcomes of EFSA's third external evaluation. In addition, important insights will be gathered from our third Scientific Conference, to be held in September 2018 with the theme 'Science, food and society'. We should therefore have a 360-degree view of where we are, how we think we are performing, and how the world thinks we are performing.

This document is structured to match EFSA's work programme – its operational activities, comprising core processes and projects – to the five strategic objectives. This creates a vital link between our high-level ambitions and our everyday practice.

Within this framework, our mission remains unchanged – we provide and communicate high-quality and independent scientific advice to European risk managers on risks related to the entire food chain. We do this by working closely with our partners, be they our European sister agencies or the national food safety institutions in EU Member States. Our common European risk assessment agenda guides us and our partners in enhancing risk assessment capacity, prioritising work and making efficient use of scarce resources.

Over the next few years we will continue to build and strengthen partnerships across the globe to promote harmonisation in risk assessment methodologies and coherence in risk communication.

The value of a multiannual approach to managing this work becomes more apparent with each passing year. We know the world around us is changing dramatically and quickly – sometimes at a dizzying pace – and we have to be constantly alert to how these changes will affect our work and to adapt accordingly.

With a strategic vision underpinned by meticulous planning and efficient use of resources, as described in this document, we are confident that we will continue to be ready to meet future challenges in food safety and to protect European citizens.

Bernhard Url  
Executive Director

# List of abbreviations

<b>AFSCO</b>	Advisory Forum and Scientific Cooperation Unit
<b>AHAW Panel</b>	EFSA Panel on Animal Health and Welfare
<b>AI</b>	artificial intelligence
<b>AIR</b>	annex I renewal (authorisation renewal programmes for pesticides active substances, according to Regulation (EC) No 1107/2009)
<b>ALPHA</b>	EFSA Animal and Plant Health Unit
<b>AMU</b>	EFSA Assessment and Methodological Support Unit
<b>ANS Panel</b>	EFSA Panel on Food Additives and Nutrient Sources Added to Food
<b>ASF</b>	African swine fever
<b>Apdesk</b>	EFSA Applications Desk Unit
<b>API</b>	application programming interface
<b>BfR</b>	Bundesinstitut für Risikobewertung <sup>(1)</sup>
<b>BIKE</b>	business intelligence and knowledge exploitation
<b>Biocontam</b>	EFSA Biological Hazards and Contaminants Unit
<b>Biohaz Panel</b>	EFSA Panel on Biological Hazards
<b>BuS</b>	EFSA Business Services Department
<b>CEF Panel</b>	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
<b>CEP Panel</b>	EFSA Panel on Food Contact Materials and Enzymes and Processing Aids
<b>COMMS</b>	EFSA Communications and External Relations Department
<b>Contam Panel</b>	EFSA Panel on Contaminants in the Food Chain
<b>Corser</b>	EFSA Corporate Services Unit
<b>CRM</b>	customer relationship management project
<b>DATA</b>	EFSA Evidence Management Unit
<b>DOI</b>	declaration of interest
<b>doi</b>	digital object identifier
<b>DTS</b>	EFSA Digital Transformation Services
<b>EATS</b>	estrogen, androgen, thyroid and steroidogenesis
<b>EC</b>	European Commission
<b>ECA</b>	European Court of Auditors
<b>ECDC</b>	European Centre for Disease Prevention and Control
<b>ECHA</b>	European Chemicals Agency
<b>ED criteria</b>	endocrine disruptors criteria

<sup>(1)</sup> German Federal Institute for risk assessment

<b>EEA</b>	European Environment Agency
<b>EFSA</b>	European Food Safety Authority
<b>EJ</b>	EFSA Journal
<b>EKE</b>	expert knowledge elicitation
<b>EMA</b>	European Medicines Agency
<b>EMAS</b>	Eco-Management Audit Scheme certification
<b>ENP</b>	European neighbourhood policy
<b>ERA</b>	environmental risk assessment
<b>EURAA</b>	EU Risk Assessment Agenda
<b>EU</b>	European Union
<b>EMP</b>	expertise management programme
<b>EUAN</b>	EU Agencies Network
<b>FAF Panel</b>	EFSA Panel on Food Additives and Flavourings
<b>FEED</b>	EFSA Feed Unit
<b>Feedap Panel</b>	EFSA Panel on Additives and Products or Substances Used in Animal Feed
<b>FIN</b>	EFSA Finance Unit
<b>FIP</b>	EFSA Food Ingredients and Packaging Unit
<b>FTE</b>	full-time staff equivalent
<b>GMO</b>	genetically modified organism/EFSA GMO Unit
<b>GMO Panel</b>	EFSA Panel on Genetically Modified Organisms
<b>GPS</b>	EFSA Global Performance Services
<b>HUCAP</b>	EFSA Human Capital Unit
<b>IAS</b>	Internal Audit Service of the European Commission
<b>IMP</b>	information management programme
<b>IPChEM</b>	Information Platform for Chemical Monitoring
<b>IPPC</b>	International Plant Protection Convention
<b>JRC</b>	Joint Research Centre
<b>JRC-IPSC</b>	JRC Institute for the Protection and Security of the Citizen
<b>KPI</b>	key performance indicator
<b>LRA</b>	EFSA Legal and Regulatory Affairs Unit
<b>LSD</b>	lump skin disease
<b>MB</b>	EFSA Management Board
<b>MD programme</b>	managers' development programme
<b>MFF</b>	multiannual financial framework
<b>MRL</b>	maximum residue level
<b>MS</b>	Member State(s)
<b>NDA Panel</b>	FSA Panel on Nutrition, Novel Foods and Food Allergens <sup>(2)</sup>

<sup>(2)</sup> As of 1.7.2018, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32017R0228&from=EN>

<b>NUTRI</b>	EFSA Nutrition Unit
<b>NWOW</b>	new world of work
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>Open ScAIE</b>	Open Scientific Advanced Information and Evidence Hub
<b>PD</b>	Programming document
<b>PLH Panel</b>	EFSA Panel on Plant Health
<b>PPR Panel</b>	EFSA Panel on Plant Protection Products and Their Residues
<b>PRAS</b>	EFSA Pesticides Unit
<b>Prometheus</b>	promoting methods for evidence use in scientific assessments project
<b>PSC</b>	Project steering committee
<b>QPS</b>	qualified presumption of safety
<b>RA</b>	risk assessment
<b>RAMPRO</b>	risk assessment methodologies programme
<b>RASA</b>	EFSA Risk Assessment and Scientific Assistance Department
<b>REPRO</b>	EFSA Scientific Evaluation of Regulated Products Department
<b>Riskcom</b>	EFSA Risk Communication Unit
<b>ROA</b>	rapid outbreak assessment
<b>SC</b>	EFSA Scientific Committee
<b>SCER</b>	EFSA Scientific Committee and Emerging Risks Unit
<b>SDWH</b>	scientific data warehouse project
<b>SEA</b>	stakeholder engagement approach
<b>SNE</b>	seconded national expert
<b>SO</b>	strategic objective
<b>TBC</b>	To be confirmed
<b>TBD</b>	To be defined
<b>TDI</b>	tolerable daily intake
<b>TERA</b>	transparency and engagement in risk assessment project
<b>VAR</b>	variance
<b>WGS</b>	whole-genome sequencing



# Mission statement

## Our mission

EFSA is an integral part of the EU's food safety system. As outlined in its founding regulation (Regulation (EC) 178/2002), the authority's mission is to contribute to the safety of the EU food and feed chain, mainly by:

- providing EU risk managers with independent, up-to-date and fit-for-purpose scientific advice on questions related to food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above <sup>(3)</sup>;
- communicating to the public on its outputs and the information on which they are based;
- developing uniform methodologies and collecting and analysing data to allow the identification, characterisation and monitoring of current and emerging risks that have a direct or indirect impact on food and feed safety;
- cooperating with Member States, institutional partners and other interested parties/stakeholders <sup>(4)</sup> in the EU to promote coherent advice and increase trust in the EU food safety system;
- identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

## Our vision

Trusted science for safe food.

## Our values

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

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

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<sup>(3)</sup> The phrase 'food safety' is used throughout the document as shorthand for 'food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above'.

<sup>(4)</sup> As defined in EFSA's founding regulation (Regulation (EC) 178/2002), Article 3(13).



# Section I. General context

As an essential component of the EU food safety system, EFSA contributes to the overarching objectives <sup>(5)</sup> of the European Commission, particularly to achieving 'a high level of public health while enhancing the competitiveness of the European Union food and feed industry and favouring the creation of jobs'; it does so both directly, for example by safeguarding public health, and indirectly, for example by strengthening consumer confidence in the food safety system.

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

## **Public expectations and benefits/opportunities of greater transparency and engagement**

Transparency and engagement — the two components of openness — are fundamental aspects of EFSA's work and are enshrined in the authority's founding regulation. Expectations of more openness have been increasing, largely as a product of today's better-informed, faster-connected society. Expectations of more transparency are illustrated by the high number of requests for access to documents, for full visibility of the methodologies and data used and for wider engagement in the process of EFSA's scientific assessment.

EFSA has always striven to be as transparent as possible in all its activities. It is important to continue building on the procedures in place and to ensure the required balance between providing access to data and safeguarding intellectual property rights while taking into account resource implications. Greater openness and broader engagement with risk managers and other stakeholders provides opportunities for developing efficient data collection systems to support risk assessments and for strengthening communication and the dissemination of information from and to a wider audience.

Strengthened engagement with partners and stakeholders will also make it possible to harvest scientific knowledge, experience and tools in the early stages of the risk assessment process and to tap into the unexplored expertise of the wider scientific community — in other words, to look beyond EFSA's panels and working groups. Such a proactive and inclusive approach will potentially increase the quality of EFSA's outputs and strengthen the relationship of mutual trust with its stakeholders.

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

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

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<sup>(5)</sup> [http://ec.europa.eu/food/index\\_en.htm](http://ec.europa.eu/food/index_en.htm); [http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index\\_en.htm](http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index_en.htm)

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

### **Evolving scientific knowledge creating a need for innovative and collaborative approaches**

Scientific knowledge continues to evolve rapidly, with methodologies, information and data becoming available on an increasingly global scale. Emerging research areas and scientific developments are constantly bringing new insights to EFSA's work. For example, new findings in biomedical research (e.g. on neurotoxicity, reproductive toxicity and the role of gut microbiota) or advances in molecular biology and gene interaction, epigenetics, analytical techniques, -omics and metabolic biomarkers for disease and health, the use of whole-genome sequencing (WGS) and next-generation sequencing to better identify food-borne outbreaks, along with new knowledge on the cumulative effects of chemical compounds and antimicrobial resistance, will directly affect the nature of EFSA's scientific assessments.

EFSA collects, appraises, analyses and integrates existing evidence and data to carry out its scientific assessments, but does not generate primary evidence itself. It will therefore be increasingly important for EFSA, in collaboration with the wider risk assessment community in the EU and beyond, to partner with research bodies and project consortia, risk managers and funding bodies to identify and prioritise research funding for the generation of data for its ongoing work.

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

### **The impact of globalisation**

As the globalisation of trade continues to increase and the global trade share of emerging economies grows there will be further integration of regional and national economies, societies and cultures. This will lead not only to an increasingly globalised trade in food and feed products, and the associated 'trade' of hazards and risks, but also to a more complex food supply chain, which poses challenges for EFSA, for instance with regard to the tracing of supranational food-borne outbreaks.

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

A global approach to food safety is crucial to addressing these major challenges, and EFSA will have to play an increasingly active role in the development of an international risk assessment community. EFSA cooperates with organisations such as the World Health Organisation (WHO), the Food and Agriculture Organisation of the United Nations (FAO), the World Organisation for Animal Health (OIE), the International Plant Protection Convention (IPPC), the Codex Alimentarius, the Organisation for Economic Cooperation and Development (OECD) and the European and Mediterranean Plant Protection Organisation (EPPO), as well as with non-EU countries. This cooperation will promote high standards and harmonisation in risk assessment, and will harness the best expertise available to provide global solutions to global challenges.

### **Availability of expertise for EFSA's multidisciplinary needs**

EFSA staff currently provide support to the members of the Scientific Committee, and to the 10 scientific panels and their working groups. A priority in this area is to maintain EFSA's attractiveness and access to diverse, competent and independent scientific experts. This will be

challenging for a number of reasons: organisations making experts available to EFSA also face resource constraints; the population of potential experts is limited by requirements related to independence and the need to be well versed in scientific assessment approaches; and experts face other demands on their time. EFSA has been assessing these underlying factors. The authority will also have to examine the sustainability of, and possible improvements to, its current working model, and address these issues in cooperation with its partners at the EU and international levels.

### **Efficient operation of the agency's activities**

In the coming years EFSA will continue to execute its core and supporting activities in line with EU legislation. This will be challenging as EFSA's resources are being further curtailed, as is the case with other public organisations — staffing already reduced by 10 % over the 5-year period from 2013 to 2018 will remain relatively stable until 2020. The budget until 2020 will, at best, remain relatively stable, while EFSA will lose purchasing power (operations) due to ever-increasing staff costs. The period post 2020 will be governed by a new multiannual financial framework (MFF), with current scenarios pointing to a stable budget adjusted for inflation (best case) and to a considerably lower budget in view of political developments such as Brexit. At the same time there is an increasing demand for additional services — such as new tasks or increased volumes or work in specific areas — and a continuous need for investment in preparedness related to scientific assessment priorities in order to reach the goals laid out in the strategy 2020.

Increasing efficiency will therefore be a key element of the successful execution of core and supporting activities. Enhanced cooperation with Member States and international scientific assessment bodies, along with other EU agencies and institutions, presents a particular opportunity for improving efficiency. Emerging technologies may also further standardise and automate routine tasks of the authority, while the use of collaborative digital platforms will help to optimise the involvement of stakeholders and other potential contributors.

EFSA will need to explore all possible solutions to achieve the needed efficiency gains, from closer collaboration with its partners to innovative working methods and the definition of a prioritisation scheme focused on results to address any potential resource bottlenecks.

# Section II. Multiannual programming 2018-2021 <sup>(6)</sup>

## 1. Strategic objectives

EFSA's strategy 2020 <sup>(7)</sup> outlines five strategic objectives that guide EFSA in fulfilling its mission in light of the changing context described in the previous section while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice:

- prioritise public and stakeholder engagement in the process of scientific assessment;
- widen EFSA's evidence base and optimise access to its data;
- build the EU's scientific assessment capacity and knowledge community;
- prepare for future risk assessment challenges;
- create an environment and culture that reflect EFSA's values.

To implement its strategy EFSA has designed a multiannual portfolio consisting of core processes and projects. The core processes represent the bulk of EFSA's work as they deliver the outputs and results defined respectively in EFSA's mission and strategy. As envisaged in the strategy implementation plan, projects have been included that will deliver benefits to EFSA's core processes, such as improved efficiency and quality, and will follow adequate project governance.

- Previously ongoing and planned projects have been consolidated into three multiannual programmes. These programmes are identified in this document as the information management programme, the risk assessment methodologies programme and the expertise management programme and are set up to coordinate and align the projects in the respective areas.
- Each development project covers one or more aspects of the strategic objectives, and together they maximise the strategic fit of the multiannual programme.
- A quarterly review of the portfolio ensures that projects stay aligned with the strategic objectives.

The integration of the strategy implementation plan into EFSA's work programme during 2016 and the subsequent review in 2017 allow for a full overview of the resources dedicated to achieving the strategic objectives through current and future processes and projects.

To ensure that EFSA's activities are focused on achieving the expected results as defined in its strategy, and to be able to monitor progress, EFSA has enhanced its results-based orientation through the definition of an integrated framework based on the intervention logic and a set of key performance indicators (KPIs). These are presented at impact and outcome level in the multiannual part of this document and at input-activity-output level in the annual part. As a number of these KPIs are new, EFSA built in 2017 the baseline and set targets covering the period until 2020 for the majority of KPIs and will finalise this exercise in the course of 2018. The performance framework is complemented by the application of evaluations and qualitative

<sup>(6)</sup> This section covers the final multiannual plan 2018-2020 adopted by the Management Board in December 2017 and the draft multiannual plan 2019-2021 endorsed by the Management Board in December 2017.

<sup>(7)</sup> EFSA strategy 2020, <http://www.efsa.europa.eu/en/corporate/pub/strategy2020>

analyses on key projects, which will be managed under a systematically applied process from 2018 onwards.

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## 2. Multiannual programme 2018-2021

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

In the area of provision and communication of scientific advice for general risk assessment priorities and for regulated products, EFSA will provide fit-for-purpose and timely advice to risk managers. EFSA enables citizens and stakeholders to contribute to its scientific assessment processes by promoting dialogue and transparency. This helps to increase trust in the risk assessment process, EFSA's scientific advice and the predictability of the risk assessment process.

Scientific advice for general risk assessment priorities and for regulated products will continue to be central activities of EFSA, and their detailed planning and prioritisation will be addressed in EFSA's annual work plans. Over time there will be changes in the nature and volume of the provision and communication of scientific advice, for example as a result of new risk management priorities, new regulations (e.g. the new animal health and plant health legislation) or outbreaks of food-borne diseases.

#### General risk assessment

EFSA's multiannual focus will be on providing scientific advice based on the mandates received in the fields of biological and chemical hazards, animal health, plant health and human nutrition.

In the area of biological hazards, the activities will focus on assessing risks related to food hygiene, foodborne zoonoses and transmissible spongiform encephalopathies. In particular, work is envisaged for the following topics: *Listeria monocytogenes* in ready-to-eat foods; *Salmonella* in primary production; food-borne viruses; antimicrobial resistance; and simplified hazard analysis and critical control point schemes for small establishments. Scientific advice will continue to be provided in the form of rapid risk assessments during emergencies in cooperation with ECDC.

In the area of animal health and welfare, EFSA will continue categorising animal diseases to support the new animal health law <sup>(8)</sup> and providing support to Member States in risk assessment and surveillance related to new outbreaks of emerging diseases, such as lumpy skin disease, African swine fever and avian influenza.

In the area of plant health, following the approval of the new plant health law by the European Parliament <sup>(9)</sup>, EFSA will give particular attention to the high number of requests it has subsequently received for pest categorisation and risk assessments. EFSA will continue working on the prevention of plant pest introductions and outbreaks. It will also carry out prioritisation of pest risks and assessment of emerging plant health risks and provide scientific and technical support to Member States' surveillance programmes.

In the area of contaminants, further work is expected to be based on requests for advice on heavy metals, process contaminants in food, banned pharmacologically active substances in food of animal origin, masked mycotoxins and natural contaminants in food and feed, along with detoxification of contaminants in feed.

In the area of food-contact materials, EFSA will work on the re-evaluation of the temporary tolerable daily intake of bisphenol A, following the wide consultation on the draft hazard assessment protocol, which was developed according to the Prometheus methodology and the publication of the NIEHS/NTP/FDA Clarity BPA study in 2018.

In human nutrition, EFSA will continue its work on dietary reference values for sodium and chloride, advice on a safe level of intake of added sugars from all sources, establishing a

<sup>(8)</sup> Regulation (EU) 2016/429 of the European Parliament and of the Council on transmissible animal diseases.

<sup>(9)</sup> Regulation (EU) 2016/2031 of the European Parliament and of the Council on protective measures against pests of plants.



tolerable upper level for vitamin D in infants and advice on the age of introduction of complementary feeding for infants.

## **Regulated products**

The evaluation of applications for regulated products will continue to absorb the vast majority of EFSA's resources. EFSA will continue to provide support to applicants and will further streamline administrative procedures associated with applications, from receipt to adoption. It will take additional steps to improve interaction with applicants, including investigating the possibility of providing targeted support to small and medium-sized enterprises. EFSA will continue working to ensure fairness, predictability and accountability in the operations that affect third parties by simplifying the application workflows and making them more transparent. The authority will involve its stakeholders at an early stage in the development of guidance documents — through discussion groups or concept papers — and will also engage with them via webinars and information sessions.

EFSA will continue working on the re-evaluation of approved food additives in accordance with relevant guidance and in line with the proposed multi-annual work programme. Activities related to the assessment of new food additives or proposed changes to approved food additives will be carried out in parallel. Assessments will be made of 'other substances' added to food and opinions will be adopted on the safe use of food additives used in food destined for infants and young children, following the principles of the scientific committee guidance adopted in 2017.

The ANS Panel will be renamed the FAF Panel as of July 2018 and will take over from the CEF Panel the evaluation of food flavourings, including the re-evaluation of food flavourings programme, which is close to finalisation. It is estimated that there will be around 10 applications for new flavourings and one for new smoke flavourings per year. The revision of the guidance on flavourings will be completed following an extensive stakeholder consultation.

The name and remit of the CEF Panel will also change as of July 2018. It will become the CEP Panel, and will deal with the evaluation of food enzymes, food-contact materials and recycling and decontamination processes. In relation to food enzymes, a total of 304 applications have been submitted to the European Commission, and a multiannual work programme for their evaluation by EFSA will be agreed. The CEF/CEP Panel will also evaluate new applications for food enzymes that have been/will be submitted to the European Commission, along with additional data submitted by applicants following inconclusive opinions.

EFSA will continue to assess the safety of additives and monomers for plastic materials, articles in contact with food and recycling plastics, along with applications for active and intelligent materials. The European Commission is expected to ask EFSA to play a role in the evaluation of printed food-contact materials or in the preparation of guidance documents.

EFSA will work on the evaluation of the safety and efficacy of substances other than potable water to remove surface contamination from products of animal origin.

EFSA will continue working on the outstanding re-evaluations for feed additives in 2018. It is expected that the re-evaluations for feed additives will be finalised by 2019; the first opinions are to be adopted at the end of 2017.

The NDA Panel will also change its remit as of July 2018, and will take over from the ANS Panel the evaluation of nutrient sources and 'other substances' added to food.

EFSA will face a substantial increase in its workload in the area of novel foods when the new novel food regulation comes into effect in January 2018. The regulation envisages centralised risk assessment of all applications for novel foods and a notification procedure for traditional foods from non-EU countries. With the implementation of the regulation on foods for special medical purposes in 2016, EFSA may receive applications in this area over the coming years.

In the area of genetically modified organisms (GMOs), EFSA will take over from the JRC the sequencing quality check for new applications upon implementation of the new sequencing guidelines (autumn 2018). EFSA will continue to deliver evaluations of applications for the import and processing of GMOs in food and feed, as well as for cultivation uses.

The volume and complexity of EFSA's work in the area of pesticides will increase significantly. This is due to increasing demands to assess substances according to new data requirements and the use of higher tier assessments. Additional tasks are also expected linked to the assessment of pesticides required to control serious dangers to plant health, the assessment of Member States' justifications for exceptional authorisations and co-formulants used in plant protection products. EFSA is also expecting to have to continue working on the development of a guidance document for the implementation of the hazard-based criteria to identify endocrine disruptors.

Between 2017 and 2021 EFSA will progressively eliminate the backlog related to the review of existing maximum residue levels (MRLs) for pesticide active substances. The AIR III programme will be finalised, and EFSA will start the evaluation of the next group (the AIR IV programme), which includes 212 substances. The programme following that, AIR V, is already under discussion.

The annual report on pesticide residues and a scientific report to support EU positions in the Codex Committee on Pesticide Residues will continue to be published each year. Additional resources will be needed to support the collection of data on fipronil following the detection of its illegal use in poultry in 2017. Improvements and efficiency gains will be implemented in the EFSA peer-review process via the Pesticides Steering Network.

### **Stakeholder engagement and communication**

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

During 2018-2021 EFSA will focus on: strengthening clarity and improving information delivery; better understanding and meeting target audience needs; building awareness, understanding and recognition of EFSA in the EU and beyond; and promoting coherence in risk communications with the EU and international partners.

EFSA aims to increase transparency, openness and dialogue and to develop tools to systematically monitor users' expectations and satisfaction. EFSA will continue to roll out its new stakeholder engagement approach, which is based on a system of registered stakeholders and standing and ad hoc engagement platforms. A successful pilot project in 2017 to derive meaningful indicators for EFSA's reputation will be repeated in 2019.

A new approach to openness, and projects supporting openness, will be at the core of much of the authority's communications work, as EFSA strives to make its risk assessments — including supporting data and other evidence material — more transparent. The *EFSA Journal* provides open access to EFSA's risk assessments and scientific outputs on a modern, online publishing platform that optimises the impact and discoverability of EFSA's work and the visibility of its contributing experts. Through the partnership with the international publisher Wiley, the editorial quality and accessibility of EFSA's scientific outputs continue to improve. The Wiley Online Library (WOL) has made available a new generation of usage and impact statistics. The use of industry-standard plagiarism tools ensures the originality of EFSA's scientific assessments. The newly appointed Editorial Advisory Board (2017) will monitor the performance of the journal and ensure that it is aligned with the expectations of the European food safety community and EU institutions.

Continued improvements to the EFSA website will support efforts to improve the visibility and impact of EFSA's work. Communications will build on the progress made up to 2016 in the area of multimedia, using established tools, such as interactive infographics and videos, along with new tools, such as data visualisation, to make EFSA's work more accessible and comprehensible to different audiences.

## Key development projects

### TRANSPARENCY AND ENGAGEMENT IN RISK ASSESSMENT (TERA)

Openness and transparency have been core values of EFSA since its inception. Following delivery of an *ex ante* assessment the TERA project will continue to enhance the openness and transparency of EFSA's risk assessment processes by implementing a set of measures by 2020 and transforming the agency into an open-science organisation.

### MATRIX

The Matrix project (part of the information management programme) aims to provide applicants and stakeholders with a more efficient solution for regulated product applications in the context of the various pieces of sectoral legislation. This will be done by enhancing and securing the submission of applications in electronic format, by improving the information flow and the communication between EFSA, applicants, Member States and the Commission (Directorate-General for Health and Food Safety) and by ensuring the overall transparency of the assessment.

### SOCIAL MEDIA

The implementation of a multiannual social media (SoMe) strategy will increase EFSA's visibility and influence on social media channels and enable EFSA to better communicate and engage with its stakeholders. The SoMe 2020 project aims to expand EFSA's social media presence by decentralising activities to three different levels. At the top level, corporate communication on EFSA's priorities and events will reach a broad audience via the corporate accounts. Brand ambassador communication — through the personal accounts of managers and staff — will offer a personal approach and multiply corporate messages. This will facilitate engagement and discussion with stakeholders and peers, especially within scientific communities. Finally, thematic accounts or groups on social platforms will continue to be developed to target specific audiences.

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

In the area of data collection and evidence management, EFSA will focus on achieving greater transparency of its scientific outputs by providing, as far as is feasible, access to underpinning data and evidence. In doing so, EFSA will intensify collaboration with Member States to encourage the publication of their data on EFSA's data hub. Continued data exchange on open data platforms, along with collaboration with other agencies and international organisations, will enable wider discoverability of data and evidence. EFSA will improve the interoperability of its scientific data to enable the exchange of data with its stakeholders, as well as the electronic transmission of regulated product dossier data, in a structured format.

EFSA will continue to cooperate with Member States on the standard data collections that underpin its scientific advice and the annual EU summary reports, i.e. on zoonoses and food-borne outbreaks, antimicrobial resistance, pesticide residues, veterinary medicinal product residues and transmissible spongiform encephalopathies (TSEs), the latter being a new data collection. EFSA will streamline its evidence-management activities via the stronger coordination and integration of data domains.

With the scientific data warehouse (SDWH) project EFSA created a pan-European hub for data and analysis services, which is accessible to EU Member States, scientific experts and stakeholders who require improved access to data. The SDWH, open to the general public since 2016, has been extended to include data related to molecular typing and chemical hazards. The database on botanicals continues to be enriched. Addressing the changing needs of risk managers, it is envisaged that the SDWH will be extended to include molecular typing data from WGS and structured data from studies used in regulated product applications (Matrix project).

With a view to improving data exchange and interoperability, taking into account international standards, EFSA will continue to participate in data-exchange networking groups such as the

GODAN (Global Open Data for Agriculture and Nutrition) network, and will continue to engage with other EU agencies (ECHA and EMA) to achieve standardisation of data-exchange formats.

## Key development projects

### INFORMATION MANAGEMENT PROGRAMME

The information management programme (2014-2021) encompasses several projects aimed at managing EFSA's data and evidence in a more open and interoperable way. It aims to implement common metadata, thesauri, data models and sound record management, adopting as far as possible EU and open data standards. It enables the implementation of current and future services to provide insights into EFSA's information by means of new digital channels and tools.

### INFORMATION ACCESS MANAGEMENT PROJECT

The development of a centralised framework for information access management (IAM project), under the umbrella of the information management programme, will provide the necessary IT tools and processes to manage access to corporate information. IAM targets include the enforcement of master data management, and the centralisation of identity management, i.e. secure access control for users, user accounts and user groups.

### OPEN SCAIE PROJECT — KNOWLEDGE JUNCTION

Building on the deliverables of the Open SCAIE project, the [Knowledge Junction](#) curated open repository will continue to provide a platform to share and reference, via unique digital object identifiers (dois), scientific evidence and supporting materials used in food and feed safety risk assessments. The Knowledge Junction repository runs on the EU-funded Zenodo research-sharing platform and has been publicly available since November 2016.

In addition, in line with digital single market principles and suggestions, a portal exposing application programming interfaces (APIs) will be implemented by EFSA to allow access to EFSA data and evidence using machine-to-machine interfaces.

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

In the area of cooperation and expertise management, EFSA aims to work in partnership with Member States and international partners to strengthen capacity building, to support the EU and international risk assessment community and to reduce divergences in EU and global risk assessment.

Each year EFSA relies on more than 1 500 scientific experts for the development of its scientific advice. To maintain and regenerate this pool of experts EFSA is taking a strategic approach to its workforce requirements, with an emphasis on attracting, developing and rewarding staff and scientific experts. To achieve this EFSA has established an expertise management programme, aiming, among other things, at further enhancing the availability of external experts collaborating with EFSA.

Working together with other EU institutions, agencies and international bodies with a risk assessment mandate, EFSA will focus its efforts on strengthening and streamlining scientific cooperation with Member States (Advisory Forum, focal points, scientific networks), EU organisations (agencies, the JRC, reference laboratories) and international networks and forums so as to ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation.

At the EU level, activities to strengthen capacity building and work sharing for the coming years include the review of the role of the Article 36 network and the implementation of common risk assessment agenda priorities. The newly established EU risk assessment agenda provides a new modus operandi for the Advisory Forum to agree on common priorities for cooperation with other Member States so as to avoid duplication of work and make best use of resources. Joint

projects will address these priorities. A small number of these projects may be supported by grants from EFSA, others by resources identified through other European or international funding schemes, or in other ways, for example through workshops, the establishment of a particular network or the exchange of data and information.

EFSA will also continue to set up cooperation clusters with EU agencies, reference laboratories and Member States, in close collaboration with the European Commission's DG Research and Innovation and its Joint Research Centre, with the aim of strengthening the identification and take-up of research priorities by funding bodies. EFSA also intends to increase its participation in research programmes to ensure it stays abreast of scientific developments.

In the area of pesticides, the Pesticides Steering Network will implement the agreed plan for improving the cooperation between the rapporteur, other Member States and EFSA scientists during the risk assessment phase. This will lead to further efficiency gains, increase transparency and ensure timely identification of key scientific issues to establish common ground during the EFSA peer-review process.

EFSA supports networking between pre-accession countries and EU Member States, along with regional cooperation initiatives aiming to increase preparedness on common food safety issues, such as transboundary animal diseases. The pre-accession project activities in the next period will focus on facilitating data collection and reporting to EFSA, specifically in the area of zoonoses, antimicrobial resistance and food-borne outbreaks, in close cooperation with ECDC. EFSA applied for a new pre-accession project in 2017 to allow networking activities with pre-accession countries to continue.

At the international level, EFSA will continue to prioritise multilateral cooperation and to liaise with international agencies, promoting harmonisation of methodologies and tools and the development of guidance. Progress in stimulating coherence with EU and international partners in risk communication is expected through the creation of an international platform on risk communication. EFSA will continue to advise international partners across the world on the establishment of regional risk assessment structures. The overall aim is to promote a coherent voice and to align priorities by enhancing existing cooperation with risk assessment bodies outside the EU and with international organisations.

## **Key development projects**

### **EXPERTISE MANAGEMENT PROGRAMME**

Within the expertise management programme EFSA is continuing its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts and ultimately to benefit from the best expertise available. The development of a full competency library for staff and experts will standardise and support EFSA competency management processes, also enabling strategic workforce planning for experts and staff. The programme also aims to reinforce the image of EFSA as an attractive workplace. The authority is helping to increase risk assessment capacity by creating talent pools and communities of knowledge, and by piloting and implementing expert knowledge elicitation, crowdsourcing and cognitive computing solutions in specific areas of its work. In this context the EFSA Academy concept will become a virtual and physical hub for the acquisition and exchange of risk assessment knowledge between EFSA and European risk assessment and risk communication communities. Scientific cooperation among Member States and capacity building will be further boosted through tasking grants schemes and the exchange of expertise.

### **COGNITIVE ANALYTICS**

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media), extracting information that could take researchers (humans) decades to discover, retrieve and digest. As a first step in exploring its potential role in risk assessment EFSA has started piloting machine learning and its role in enhancing, scaling and accelerating human expertise. Building further on experience obtained by the machine-learning



feasibility studies, EFSA is planning to implement artificial intelligence approaches while exploring collaboration and possible joint funding with sister agencies and the European Commission.

#### 2.4. Prepare for future risk assessment challenges

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

EFSA will strengthen its involvement with Member States, the European Commission, European agencies and international partners in harmonising cross-cutting and sectoral guidance and methodologies that underpin its risk assessments, and in identifying emerging risks and crisis preparedness.

In the years until 2020 EFSA plans to develop methodologies and further strengthen horizontal processes and tools to identify emerging risks and crisis preparedness. Regarding the latter, EFSA will continue to implement its 4-year crisis training programme, in collaboration with Member States and other EU agencies, with the objective of developing urgent response capacity in both risk assessment and risk communication, focusing on different areas of EFSA's remit. The development of methodologies enabling back and forward traceability of foods following a foodborne outbreak will be the focus in 2018-2020. Continued support will be provided to the RASFF system.

Concerning the anticipation of future risks and challenges, work continues with the exploration of methods and approaches for identifying emerging risks, including the concept of drivers of emerging risks, taking climate change as a first example. Work on food-chain analysis and text-mining tools will be completed in 2018, and work continues on the *Ciguatera* toxin in collaboration with Member States.

Methodological developments for horizon scanning and risk ranking, along with surveillance methods, will support EU preparedness for plant health crises. The work on horizon scanning will build on the existing cooperation with the JRC in the area of automated media monitoring regarding new or emerging plant pests, which will be extended to literature monitoring. In the area of surveillance, the tools developed by EFSA for animal health and food safety will be improved and validated to be used also for plant health, and tested in cooperation with the European Commission and Member States. The focus in the area of plant health will be on newly identified risks and outbreak preparedness, for example in the case of *Xylella fastidiosa*, and on assessing the risk of plant pest introduction into the EU with plant commodities, such as in the case of *Phyllosticta citricarpa* and other quarantine plant pests.

In 2017-2020 preparedness work in the area of animal health and welfare will focus on risk profiling regarding the introduction and spread of vector-borne diseases and on animal welfare indicators for farmed animals. Highlights in the area of international collaboration will include harmonised data collection on the geographical distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean basin, and the planned harmonised disease surveillance in wildlife populations. EFSA will strive to automate data collection on animal disease outbreaks and surveillance, making it less labour intensive for both Member States and EFSA. Functions will be created to validate submitted data and predefined tables and maps will be generated that could be used by Member States for their own purposes (e.g. presentations at meetings of the Standing Committee on Plants, Animals, Food and Feed). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, lumpy skin disease and avian influenza).

Work related to biological hazards will focus on the application of new methodologies for risk assessment and surveillance, such as foodborne parasites, molecular typing methods (e.g. WGS) and metagenomics; on updates of the list of qualified presumption of safety (QPS)-

recommended biological agents intentionally added to food or feed; and on antimicrobial resistance (AMR). In the area of AMR, legislation on harmonised monitoring will be reviewed, and work will continue on the integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC.

Cross-cutting guidance-development work will continue in the Scientific Committee with the testing and gradual implementation of the guidance on harmonised methodologies for the characterisation of uncertainties. The Scientific Committee will also revise and update the opinion on the use of the threshold of toxicological concern (TTC) approach and continue to develop guidance for addressing the risk assessment of chemical mixtures, with associated work specifically on the risk assessment of mixtures of mycotoxins. Activities to produce guidance on the human and environmental risk assessment of substances present in nano-form will continue, with further follow-up activities analysing the data available on the issue of non-monotonic dose response. Work on guidance on the use of epidemiological data in scientific assessments will start in the second half of the year. The ongoing sharing of information on international practices in all these areas will continue, and dedicated activities will be organised to disseminate knowledge on methodologies. During this period increased emphasis will be placed on the implementation of existing guidance through the production of supporting documentation to facilitate the work of the panels and associated training.

EFSA's scientific panels will continue to develop and update guidance for applicants in the area of regulated products. This work will help provide the basis for harmonised, reproducible risk assessments and make the pre-authorisation process more efficient and predictable.

Risk assessments of GMOs will increasingly involve the evaluation of all hypothetically possible sub combinations of multiple-stack events. This requires the development of risk assessment strategies. Updated guidance on the risk assessment of flavourings will be prepared, with particular consideration of methods for evaluating exposure.

The main focus of methodological development in the area of pesticides will be on cumulative risk assessments, the use of epidemiological data, the assessment of uniquely human diseases — requiring a different approach from traditional animal models — and improving the risk assessment for consumers. As indicated in Section 2.1, EFSA expects to continue the work on the guidance for assessing endocrine disruptive potential <sup>(10)</sup>.

Regarding environmental risk assessment, new developments are expected in the areas of environmental fate and ecotoxicology, covering all non-target groups, birds and mammals, amphibians and reptiles, along with aquatic organisms. The focus will be on modelling tools, bees, non-target arthropods, soil organisms and non-target plants. The work on bees will continue to be developed with the establishment of a stakeholder discussion group, an initiative that came out of a joint workshop organised with the European Parliament. EFSA will launch a long-term project for landscape environmental risk assessments addressing environmental and ecological variability. The initial focus will be on pesticides and plant health, with a view to extending the project to other areas where EFSA is responsible for the assessment of environmental risks. This will complement EFSA's ongoing work on the development of a multidisciplinary approach to the risk assessment of honeybees. In the area of plant health, EFSA will work on guidance to produce a tool for the quantitative risk assessment of plant pests.

## Key development projects

### METHODOLOGIES PROGRAMME

EFSA set up a risk assessment methodologies programme (RAMPRO) to drive the coordinated identification, prioritisation and management of guidance and methodologies development.

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<sup>(10)</sup> Regulation (EC) No 1107/2009 of the European Parliament and of the Council of 21 October 2009 concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC.

In addition to the benefits envisaged for the evidence management of EFSA through the Open ScAIE project, EFSA, within its efforts towards more openness, will further develop the [Knowledge Junction](#) <sup>(11)</sup> to enable links to methods and tools developed by EFSA and other scientific bodies in cooperation with Member States and international partners. An increasing number of web applications of specific models linked to guidance documents or relevant for stakeholders are available on a specific [web platform R4EU](#) and accessible through the Knowledge Junction.

#### PROMETHEUS (PROMOTING METHODS FOR EVIDENCE USE IN SCIENCE) PROJECT

The Prometheus project aims to define and implement principles, processes and methods for the use of evidence in scientific assessment. It has critically evaluated available methods and, in line with the defined principles, proposed a process for collecting, validating and integrating evidence while ensuring transparency and data accessibility. It is being piloted in prioritised risk assessment activities and will continue in its second phase to identify where EFSA needs to define or refine specific methodologies. It will form the basis of a future quality system for scientific assessments.

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

EFSA's horizontal, governance, coordination and support services focus on ensuring that the authority has an efficient, transparent and responsive environment and culture, ensuring the effective and legally sound implementation of EFSA's strategic plan. EFSA aims to comply with the highest standards of performance and integrity by fostering a results-based approach and by increasing collaboration and innovation. By optimising human, technical and financial resources EFSA will sustain efficiency, compliance and overall accountability.

By focusing on strengthening accountability, streamlining processes and developing people EFSA aims to improve the quality of services delivered to internal and external stakeholders, thereby supporting efficient performance while ensuring compliance with rules and regulations.

Specifically, the following will be developed or strengthened:

- An accountability policy, formalising the setting-up of an integrated accountability framework based on four pillars: governance and decision-making; results-based management; assurance management; quality and continuous improvement. This framework will enhance the level and quality of analysis and insights provided to EFSA's management, its Management Board and EU institutions through a comprehensive overview of management practices supporting EFSA's strategic objectives.
  - EFSA will expand its governance and decision-making framework, established in 2017, to cover the production of scientific advice and quality of science.
  - The further development of EFSA's capability in results-based management and budgeting will strengthen its management of performance. The focus on outcomes and impact will support the delivery of expected outputs and ensure optimisation of resources in a context of increased demands from stakeholders and austerity (flat budget, post restrictions).
  - EFSA will further consolidate its integrated management of assurance functions following the reorganisation implemented in 2017. The organisation will adopt the revised Commission internal control framework following a risk-based approach. This includes ensuring sound assurance planning, developing comprehensive and holistic monitoring of all assurance functions, investing in analysis while maintaining strong audit records, pursuing the centralisation of competing interest management with the implementation of the independence policy adopted by the Management Board in June 2017 and enhancing EFSA's business continuity plan.

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<sup>(11)</sup> Also mentioned in SO2.



- Leveraging the ISO quality certification and the recently completed mapping of its processes (first EFSA process architecture adopted in 2016), EFSA will continue characterising and streamlining its subprocesses. Focusing on customer satisfaction, these activities aim to ensure sound management and optimisation across the organisation, bringing further efficiency gains.
- Mid-term through the current strategy cycle 2016-2020, EFSA will embark starting from mid-2018 in the preparatory process of EFSA 2025. Important inputs will be the external evaluation exercise due to be completed by the end of June 2018, the outcomes of EFSA's Third Scientific Conference, the revision of the MFF and the lessons learned from the implementation of the first part of EFSA 2020. Furthermore, to ensure a better preparedness for a future characterised by high societal expectations, new levels of complexity and ambiguity and resource constraints, EFSA will engage into a scenario-planning exercise, developing further both its forecasting and environment scanning capabilities.
- Recognising that people, expertise and knowledge are its main asset, EFSA will continue mapping possible competencies gaps and attracting talents (staff and experts) developing them via different schemes including the setting-up of an EFSA Academy. Further investment will be made in developing people and strengthening organisational performance and capabilities, such as further developing the leadership and managerial culture. EFSA will also pilot, develop and implement innovative collaboration and engagement mechanisms for its staff, experts and partners (via social networking, for example).
- Investment in shared processes, tools and competences is required to foster collaboration. This will enable EFSA to progressively adjust to a changing global context and to take its 2020 ambitions to the next level. Cooperation and collaboration, digitally enhanced, will benefit from a strategic approach to knowledge generation, exploitation and management. These approaches will enable EFSA to anticipate, and better respond to, emerging issues by ensuring broader, more efficient and faster access to scientific intelligence.
- Enhanced processes supported by digital systems, platforms and tools to tackle the challenges of big data and open data are an important component of EFSA's long-term sustainability. Digital transformation and the rationalisation and modernisation of existing IT infrastructures will be important areas of focus in the years to come. Digitalisation and the opening of EFSA's boundaries will also require improved cybersecurity, with EFSA aiming for best-in-class security levels by 2020.
- Together with optimising current ways of working, securing an adequate level of resources (budget and people) will be essential to sustain the ambitions described in EFSA's strategy 2020. EFSA is exploring, under the EU agencies umbrella, additional ways of financing that could become applicable in the short, medium and long term, and that could alleviate gaps in resources. An interagency working group will explore possible additional funding sources, both within and outside the current legislative framework, from EU subsidies, grants, fees and charges to increased use of public private partnership initiatives. The working group, chaired by EFSA, will liaise with the Commission and the budgetary authority in the context of the upcoming revision of the MFF. In the meantime, opportunities offered by further sharing services with other EU agencies and institutions, will be further developed such as joint procurement initiatives.

## Key development projects

### EXPERTISE MANAGEMENT PROGRAMME

Through its expertise management programme, and leveraging best-in-class technology tools, EFSA will complete its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts, identifying competency gaps in its workforce, thus triggering relevant strategic HR actions.

## INFORMATION MANAGEMENT PROGRAMME

Through its information management programme (described in Section 2.2), EFSA will continue its efforts to set up organisation-wide information governance as well as to define efficient records and correspondence management in line with EU standards.

### BIKE PROJECT

From 2018 the information management programme will implement business intelligence and knowledge exploitation (BIKE) solutions to support the monitoring of EFSA performance in support of the decision-making processes. BIKE will deliver automated and semi-automated reporting mechanisms to provide insight and extract knowledge from information stored in the different IT systems that support the corporate organisational processes: planning and monitoring, finance, HR, etc.

### CUSTOMER RELATIONSHIP MANAGEMENT

As part of the information management programme, EFSA will develop a fit-for-purpose approach to a corporate customer relationship management (CRM) and digital collaboration project in 2018-2019. The aim of the project, which builds on the experience gained with the Article 36 and Matrix pilot projects, is to harmonise and support the management and analysis of EFSA's stakeholder relations with: the European Commission, European Parliament and Member States; key partners, such as Member State national authorities, focal points, Article 36 organisations; international partners; EFSA experts; and other stakeholders, such as applicants, data providers and those participating in EFSA's events.

### DIGITAL COLLABORATION

Complementing the social media project (referred to in SO1), the digital collaboration project will improve the exchange of knowledge and expertise within EFSA's networks of staff, institutional partners, experts and stakeholders. This will be achieved across physical and organisational boundaries by maximising the adoption of social web tools and collaboration practices. The project also aims to streamline the circulation of information and increase the visibility and transparency of ongoing activities and decisions.

### NEW WORLD OF WORK

The new world of work project will radically change the way EFSA staff work, introducing new devices and new spaces that will enable activity-based/remote working, including collaboration activities (e.g. meeting attendance), thus contributing to establishing a new working and collaboration culture. The initiative will connect business value with work style and digital technology. By adopting new IT services and devices, new collaborative spaces and the evolution of meeting rooms, the project will promote personal and group productivity while ensuring location-independent participation.

### 3. Financial and human resource outlook for 2018-2021

#### 3.1. Overview of past and current situations

The EU's MFF for 2014-2020 translates the EU's political priorities into financial reality. For EFSA — considered a 'cruising speed' agency — this entails a reduction of 1 % of posts in 2018 (4 <sup>(12)</sup> posts), thereby completing the total reduction from 2012 to 2018 of 10 % of establishment plan posts, i.e. from 355 in 2012 to 319 in 2018 (5 % for efficiency and an additional 5 % for the redeployment pool to new agencies and agencies operating in prioritised policy areas). The EFSA budget is expected to remain stable at around EUR 79.1 million in 2018, increasing to EUR 79.7 million in 2019 and EUR 82.3 million by 2020. 2021 is not covered by the current EU MFF and therefore it has been assumed that the budget will be in line with 2020, which is a positive scenario in view of probable further strains on the EU budget (as a result of Brexit, for example).

The above policy has challenged EFSA's ability to deliver on its tasks and strategic objectives and its performance expectations, particularly when faced with (i) increased workload, (ii) more complex work and (iii) a need for greater transparency and engagement with society. This has led already in 2017 to the deprioritisation of some areas of work — for example EFSA's preparedness initiatives — in order to safeguard the delivery of scientific advice. As we will see in more detail below, this is likely to continue and be aggravated in the years until 2020.

The bulk of EFSA's resources — approximately 70-80 % of its budget — has been invested in the evaluation of regulated products and general risk assessment, and scientific and technical advice to the European Commission (urgent response, emerging risks, recurrent and ad hoc data collection and analysis). A smaller share of resources (20-30 %) has been invested in improvement and development initiatives to ensure preparedness for existing and new challenges, such as in the areas of data, methods/guidance and expertise, to address societal expectations and to ensure increasing efficiency and effectiveness in the way EFSA operates. These are typically requests from the EFSA panels and its Scientific Committee, internal EFSA projects and work stemming from Commission and Member State common priorities (e.g. new data collections, new methodologies, new cooperation tools).

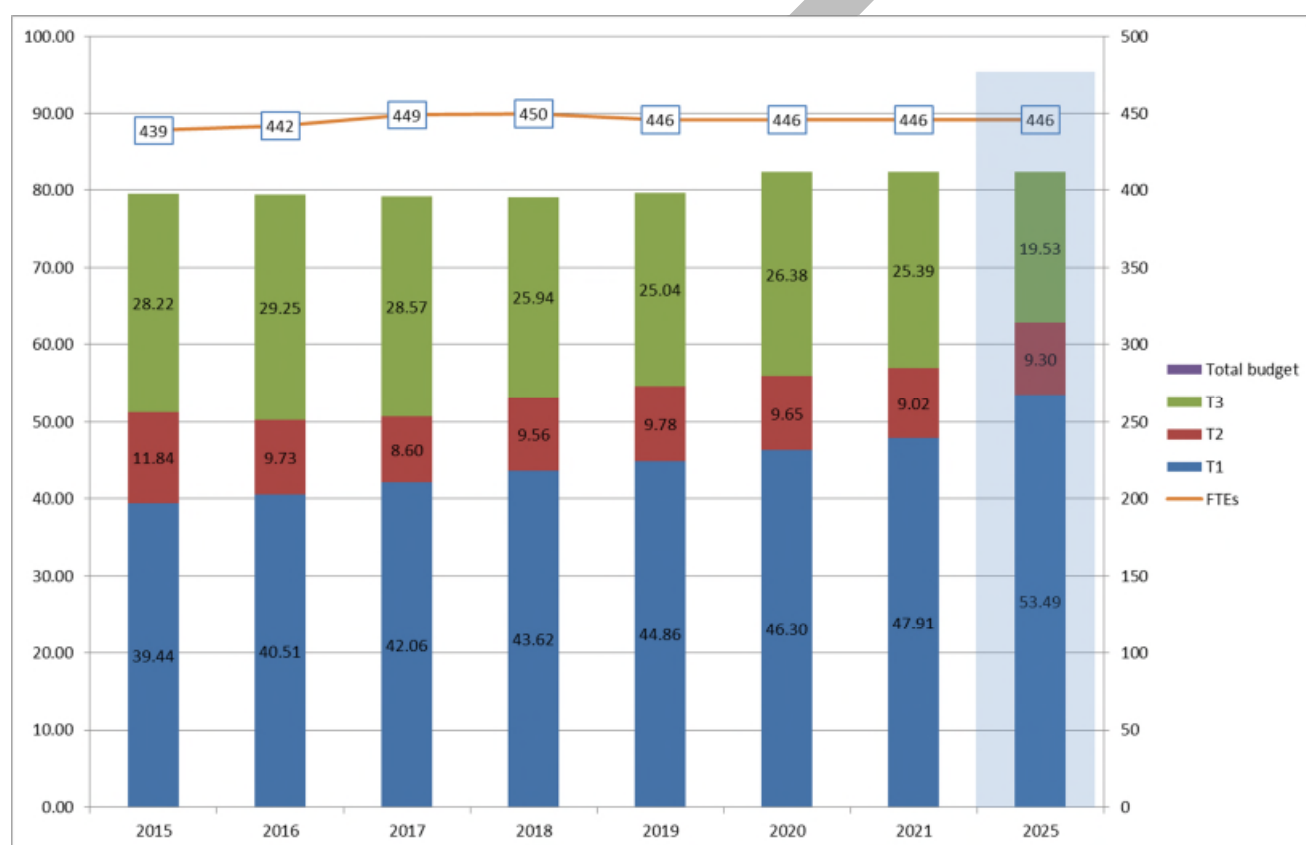
In 2017 EFSA will spend approximately 53 % of its overall resources on staff costs (EUR 42 million). The share of staff costs has risen steadily from 49 % in 2012 and will reach 57 % in 2019 (Figure 1, Table 1), as rises in salaries and occupancy rate are not offset by reductions in the establishment plan. Assuming a fixed budget, and an overall average annual cost increase of approximately 2 % due to inflation and career progression, EFSA will lose EUR 1.6million of purchasing power each year. This loss has to be addressed by reducing labour costs or by spending less on operational requirements (such as scientific meetings, information technology and scientific cooperation), in view of the decreasing efficiency returns in infrastructure expenditure. The expected budget increase in 2019 is unlikely to be sufficient to cover further increases in personnel costs, and in particular in 2020 the Title III budget will remain considerably below 2017 levels: the loss of the Title III budget is currently estimated at EUR 3 million, EUR 4 million and EUR 2 million for the years 2018, 2019 and 2020 respectively. In a scenario of a stable budget post 2020 (and all cost drivers as of today) the share of staff costs would rise to 58 % with the operations budget at 31 % in 2021, and 65 % with the operations budget at 24 % by 2025.

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(<sup>12</sup>) – 4 provided for in the MFF.

**Table 1.** Evolution of financial expenditure by category (EUR million)

Expenditure categories	2015	2016	2017	2018	2019	2020	2021	2025
Staff expenditure (T1)	39.44	40.51	42.06	43.62	44.86	46.30	47.91	53.49
Share of T1 over total budget	49.6%	51.0%	53.1%	55.1%	56.3%	56.2%	58.2%	65.0%
Infrastructure expenditure (T2)	11.84	9.73	8.60	9.56	9.78	9.65	9.02	9.30
Share of T2 over total budget	14.9%	12.2%	10.8%	12.1%	12.3%	11.7%	11.0%	11.3%
<b>Total staff and infrastructure expenditure</b>	<b>51.28</b>	<b>50.24</b>	<b>50.66</b>	<b>53.18</b>	<b>54.65</b>	<b>55.94</b>	<b>56.93</b>	<b>62.79</b>
Operational expenditure (T3)	28.22	29.25	28.57	25.94	25.04	26.38	25.39	19.53
Share of T3 over total budget	35.5%	36.8%	36.1%	32.8%	31.4%	32.1%	30.8%	23.7%
<b>Total budget</b>	<b>79.50</b>	<b>79.49</b>	<b>79.22</b>	<b>79.12</b>	<b>79.68</b>	<b>82.32</b>	<b>82.32</b>	<b>82.32</b>

**Figure 1:** Evolution of the budget by title and of the link between the T1 costs with the actual amount of FTEs

Assuming current MFF appropriations are safeguarded it is evident from the above that EFSA faces challenges if it is to realise its strategic plan, calling for strict resource management and effective prioritisation of activities to yield the best results, for example:

- maximising occupancy rate (T1) vs direct operations expenditure (T3);
- safeguarding investments towards future efficiency gains and preparedness (development activities with costs in T2 and T3) vs maximising current performance in the provision of scientific advice (business-as-usual activities with costs in T2 and T3);
- prioritising preparedness investments between the different strategic objectives and within each strategic objective (with costs in T3).

The resource allocation for the period reflects the following main drivers regarding the balance between capacity and demand.

## Changes in demand <sup>(13)</sup>

1. *Meet increased workload linked to certain core activities while safeguarding and further improving performance, for example the timeliness of delivery of advice.*

With regard to the requests for scientific activities and underlying workload, these have been relatively stable in most areas, with the exception of the following.

- Some unusually large batches of work that have added a significant workload in a particular area, leading to backlogs, such as in the area of pesticides <sup>(14)</sup>, or the need to renegotiate deadlines and change approaches, such as in the area of plant health (categorisation of plant pests). The latter started in 2014 and continues in 2017-2020 with a considerably higher number of assessments.
- The relative increase in the share of regulated product questions over general risk assessment (currently at a ratio of 80:20 of total questions closed and 90:10 of external questions closed).

A number of new tasks arrived in 2017 and are expected to continue until 2020 in the areas of regulated products, plant health and data collection, which will generate additional workload, without the concomitant similar decrease in other areas, in particular the following.

- Plant health. Following approval of the new plant health regulation by the European Parliament a particular focus will be on categorisation of pests and preventing the introduction and outbreaks of new plant pests. Work on new tasks related to horizon scanning and surveillance support for Member States will begin in 2017-2020. A significant new task requires EFSA to work on high-risk plant commodities over the coming years. In particular, EFSA is expected to prepare a guidance document by the end of 2018 and deliver in the following years risk assessments of 'high-risk plants, plant products and other objects'. This task is expected to be ongoing, with a regular flow of dossiers from non-EU countries or Member States required for the risk assessment.
- Pesticides. New requests regarding the approval of active substances, the assessment of co-formulants, and the assessment of endocrine active substances under Regulation (EC) No 1107/2009.
- Novel foods. Additional tasks introduced by the new regulation — i.e. a centralised assessment by EFSA as from 1 January 2018 and a fast-track procedure for traditional foods from non-EU countries — impose strict deadlines on EFSA.
- GMOs. EFSA is scheduled to take over the sequencing quality check from the JRC for new applications in 2019.
- Evaluation of food-contact materials. Significant work can be expected in the context of the evaluation of food-contact materials, and especially the preparation of guidance on/assessments of printed food-contact materials.

2. *Face increased complexity of scientific work.*

- Producing scientific advice is becoming more complex, i.e. in terms of the questions received, the data and information to be processed, the methodological rigour to be applied and the multidisciplinary and/or novelty of the issues to be addressed. Expectations with regard to the sophistication and quality of EFSA's risk assessments are expected to continue to rise, such as the need to decrease uncertainty and apply 'best-practice' guidance and methodologies.
- A concrete example of the increased complexity of risk assessments concerns GMOs, particularly the requirements deriving from Commission Implementing Regulation (EU) No 503/2013, which include the need to evaluate all hypothetically possible sub combinations of multiple-stack events, the need to evaluate raw data and the

<sup>(13)</sup> While demand and available effort are calculated/expressed in FTEs these should not be considered in the narrow sense of staff posts but in budgetary terms, potentially sourced via different tools, for example procurements/grants.

<sup>(14)</sup> To address this, in 2015 EFSA requested additional resources and was provided with 10 short-term contract agents, which became fully available only at the end of 2016, highlighting the importance of preparedness enabling a timely response.

requirement for applicants to submit any data in their possession, which leads to increased spontaneous dossier updates.

- An additional example can be found in the area of pesticides and the renewal of approval of active substances (AIR III and AIR IV). According to Commission Regulation (EU) No 283/2013 the data requirements for pesticides have been updated, and as a consequence all the weights of evidence in the renewals have to be updated, increasing the complexity of the renewal assessments.

### 3. Confront increased need to improve transparency and stakeholder engagement.

- EFSA has been investing significant efforts in increased transparency and stakeholder engagement, aiming to increase trust in its scientific assessments and maximise access to available evidence and expertise. This includes both 'reactive' activities, for example the increase in the number of requests for public access to documents, and 'proactive' activities, such as the increase in the number of consultations throughout the risk assessment process.
- The table below shows the expected impact expressed as human resource demands <sup>(15)</sup> from these sources, to be monitored and updated regularly.

**Table 2.** Drivers of human resource demand increase (FTEs) <sup>(16)</sup>

SOURCE		2015	2016	2017	2018	2019	2020	2021
Increased complexity <sup>(17)</sup>		- 4.0	- 8.0	- 12.0	- 16.0	- 20.0	- 24.0	- 28.0
Increased workload <sup>(18)</sup>	Novel foods				- 6.0 <sup>19</sup>	- 6.0	- 6.0	- 6.0
	Pesticides (criteria for endocrine disruptors)			- 3.0	- 3.0	- 3.0	- 3.0	- 3.0
	AIR III and AIR IV (additional tasks)			- 7.0	- 6.0	- 6.5	- 5.0	- 5.0
	Co- formulators in plant protection products			- 0.3	- 1.0	- 1.5	- 2.0	- 2.0
	Pest categorisation, pest horizon scanning system, and plant pest surveillance system and commodities dossiers			- 5.0	- 6.0	- 11.0	- 11.0	- 9.0
	EU Agencies Network (coordination)		- 1.0	- 6.4	- 0.6			
<b>Increased work load total</b>		0.0	- 1.0	- 21.7	- 22.6	- 28.0	- 27.0	- 25.0
Increased transparency and engagement		0.0	- 8.0	- 13.0	- 18.0	- 23.0	- 23.0	- 23.0
<b>Total demand to be covered</b>		<b>- 4.0</b>	<b>- 17.0</b>	<b>- 46.7</b>	<b>- 56.6</b>	<b>- 71.0</b>	<b>- 74.0</b>	<b>- 76.0</b>

### Resource availability

- A reduction in the establishment plan in 2018 as per the MFF, resulting in a reduction in EFSA's temporary-agent workforce by 36 posts compared to 2013. To counteract the

<sup>(15)</sup> While demand and available effort are calculated/expressed in FTEs these should not be considered in the narrow sense of staff posts but in budgetary terms, potentially sourced via different tools, e.g. procurements/grants.

<sup>(16)</sup> The table includes the key areas, where mature estimates on workload and timelines have already been made. This is a living table to be updated as more information is received.

<sup>(17)</sup> Calculated as 2 % of resources per year, as a minimum estimate.

<sup>(18)</sup> Data are based on the expected reception dates and volumes and will need to be regularly updated. It should be noted that the table includes only those areas for which the impact of the increased demand in terms of resource needs has been estimated, thereby it is not complete.

<sup>(19)</sup> Original estimation is based on increased demand from the new regulation and notification from traditional foods; updated information forecasts an even higher demand due to i) the transition of the evaluation from Member States to EFSA (i.e. evaluations that will not be finalised in 2017 by Member States and will be passed to EFSA) and ii) an increased number of expected dossiers



above, EFSA targeted occupancy rate improvements (from 93.8 % in 2014 to 97.8 % expected in 2018) obtained by improving the recruitment process as well as optimising the use of interim resources for covering long-term absences. While EFSA has already leveraged the flexible management of its external resources, further increases are not possible in view of the budgetary limitations in the years 2017-2019. Notwithstanding the significant increase in staff expenditure, the decrease in the number of posts has not resulted in a decrease in the availability of FTEs in the past and neither will it in the future if the high occupancy rate target is maintained. This is addressed by maximising efficiency gains and applying negative priorities.

- EFSA has implemented actions aiming at efficiency gains by generating an extra 10-15 % capacity in 5 years, and additional initiatives are being developed. EFSA follows multiple routes in targeting efficiency gains: first through the deployment of projects on process re-engineering (recent examples including the STEP 2018 project, which centralised procurement, contract management and business control functions, and the Matrix project, which automates the submission and processing of regulated product dossiers); second through strengthened capability across the organisation in the management of processes, focusing on customer satisfaction in key performance areas and on continuous improvement via incremental learning initiatives; third by digitising working practices and creating more effective knowledge sharing aimed at increasing productivity throughout the organisation (e.g. the NWOW and digital collaboration projects); and fourth through fostering synergies and avoiding duplication with Member States and other EU bodies (e.g. molecular typing, Information Platform for Chemical Monitoring, EU risk assessment agenda, interagency framework contract on cloud services).

**Table 3:** Total generated capacity by 2021

SOURCE	2015	2016	2017	2018	2019	2020	2021
Efficiency gains total	15.3	20.8	23.5	30.8	43.6	48.1	48.1
Increased occupancy rate impact	4.0	8.0	15.0	20.0	16.0 <sup>(20)</sup>	16.0	16.0
Post reductions	- 18.0	- 25.0	- 32.0	- 36.0	- 36.0	- 36.0	- 36.0
<b>Total generated capacity</b>	<b>1.3</b>	<b>3.8</b>	<b>6.5</b>	<b>14.8</b>	<b>23.6</b>	<b>28.1</b>	<b>28.1</b>

The capacity generated via efficiency initiatives is further detailed in the table 4 below.

**Table 4:** Sources of human resource capacity increase (FTEs) <sup>(21)</sup>

SOURCE	PROGRAMME	PROJECT	2015	2016	2017	2018	2019	2020	2021
Efficiency gains <sup>(22)</sup>	Information management programme	EFSA Journal outsourcing	0.0	1.0	1.0	4.0	4.0	4.0	4.0
		EFSA website update (AGORA)	0.0	1.5	1.5	1.5	1.5	1.5	1.5
		Records & correspondence management	0.0	0.0	0.5	0.5	0.5	0.5	0.5
		Regulated products workflow (Matrix)	0.0	0.0	0.0	0.0	0.5	3.0	3.0
		Scientific data warehouse (SDWH)	1.3	1.3	1.5	1.8	2.1	2.1	2.1
		NWOW & digital collaboration <sup>(23)</sup>	0.0	0.0	0.0	0.0	2.0	2.0	2.0

<sup>(20)</sup> The drop is due to the assumption of a reduced occupancy rate as a means to partially counterbalance the increase in staff costs.

<sup>(21)</sup> The list includes key efficiency initiatives targeted through specific projects and that aim at the generation of 'free capacity' that could be used elsewhere, therefore it is not fully comprehensive (e.g. it does not include incremental efficiencies via process leaning or shared services and synergies with MS and EU institutions expected to yield 'shared' benefits in the medium to long term). Figures indicating efficiency gains are to be considered as cumulative, e.g. 'Mission centralisation and travel outsourcing' will produce efficiency gains of 4 FTEs in 2018, which will become 6.5 in 2019 and carried over to 2020 and 2021. This is a 'living' table, to be updated as a result of the actual implementation of the projects over the years.

<sup>(22)</sup> Efficiency initiatives often have financial benefits in addition or instead of FTE efficiencies. These financial savings are beneficial to EFSA human resource capacity by releasing the financial constraints that may limit the achievement of higher occupancy rates.

<sup>(23)</sup> New efficiency initiatives (e.g. NWOW, digital collaboration, BIKE) are being envisioned and FTE savings are only tentative. These savings will be confirmed when the business case is mature.

SOURCE	PROGRAMME	PROJECT	2015	2016	2017	2018	2019	2020	2021
		BIKE	0.0	0.0	0.0	0.0	0.0	2.0	2.0
		<b>Total</b>	<b>1.3</b>	<b>3.8</b>	<b>4.5</b>	<b>7.8</b>	<b>10.6</b>	<b>15.1</b>	<b>15.1</b>
	STEP 2018	STEP 2018 and paperless workflow	14.0	17.0	19.0	19.0	19.0	19.0	19.0
	Expertise management programme	Mission centralisation and travel outsourcing	0.0	0.0	0.0	4.0	7.0	7.0	7.0
		Obligations and rights management (SYSPER)	0.0	0.0	0.0	0.0	2.0	2.0	2.0
		Talent management	0.0	0.0	0.0	0.0	5.0	5.0	5.0
		<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>
<b>Efficiency gains total</b>			<b>15.3</b>	<b>20.8</b>	<b>23.5</b>	<b>30.8</b>	<b>43.6</b>	<b>48.1</b>	<b>48.1</b>

### Demand vs availability balance

As shown in Table 5 below, the increases in demand for human resources and the expected availability are not balanced, with an estimated shortfall of 40 FTEs per year on average (yearly figures vary depending on the timing of the changes in demand and capacity), or EUR 4 million in budgetary terms (applying the proxy of EUR 100 000 per FTE).

The human resource shortfall provides only a partial view on the impact of the increased demand, as shortfalls in specific competency areas are not fully aligned with the areas where extra capacity is created.

**Table 5:** Balance of human resource demand and capacity increases (FTEs)

	2015	2016	2017	2018	2019	2020	2021
Total capacity increases (FTEs) <sup>(24)</sup>	1.3	3.8	6.5	14.8	23.6	28.1	28.1
Total demand increases (FTEs)	- 4.0	- 17.0	- 46.7	- 56.6	- 71.0	- 74.0	- 76.0
<b>Balance</b>	<b>- 2.7</b>	<b>- 13.2</b>	<b>- 40.2</b>	<b>- 41.8</b>	<b>- 47.4</b>	<b>- 45.9</b>	<b>- 47.9</b>

### Overall resource gap

The decrease in the operations budget (EUR 3 million, EUR 4 million and EUR 2 million in 2018, 2019 and 2020 respectively), combined with the gap in demand vs resource availability (EUR 4 million on average per year), results in a total estimated gap of EUR 7 million, EUR 8 million and EUR 6 million in the next 3 years <sup>(25)</sup>.

To address this gap EFSA will continue its efforts towards further efficiency gains while strengthening its capability to predict, measure and manage such gains (as part of the deployment of its results-based approach) and exploring additional ways of funding in the medium to long term. EFSA is also prioritising grants aimed at accessing support from Article 36 organisations for the execution of EFSA's tasks, thus reducing more and more the resources available for scientific development. Where additional efficiencies do not cover the expected human resource shortfall, EFSA will have to request additional staff from the budgetary authorities or apply negative priorities.

In this context EFSA will continue prioritising its core activities, i.e. responding to requests from its customers, while safeguarding the minimum investment necessary for continuous improvement and development initiatives to ensure, in line with the EFSA strategy, that it remains relevant and prepared in the medium to long term. A human resource shortfall will lead

<sup>(24)</sup> The considerable decrease in total capacity increase is mainly due to a targeted reduction in the planned occupancy rate to partially counterbalance the increase in Title I staff costs, and less so to the lower/delayed planned efficiency gains expected from the ongoing and envisioned projects as a result of resource constraints on development activities and increased capacity to forecast efficiencies from initiatives.

<sup>(25)</sup> Variations in occupancy rate will have an overall net neutral effect with regard to the overall resource gap (operations budget availability vs resource availability will be reciprocally affected).



to a decrease in resources available for the implementation of EFSA's 5-year strategy. This could affect the pace of the transformation — in particular in the areas of expertise management (services to experts and staff), cooperation, capacity building and sharing (particularly in the area of international cooperation), and preparedness (scientific assessment data and methods) — and the level of ambition in EFSA's communications and engagement with stakeholders throughout the risk assessment process. Particularly for 2018, the negative priorities are expected to mainly affect the investment in capacity building with Member States in the areas of preparedness and methodological development.

### 3.2. Resource programming for 2018-2021

In view of the above, the allocation of resources (share over total) to EFSA's strategic objectives and underlying activities (processes and projects) is summarised below.

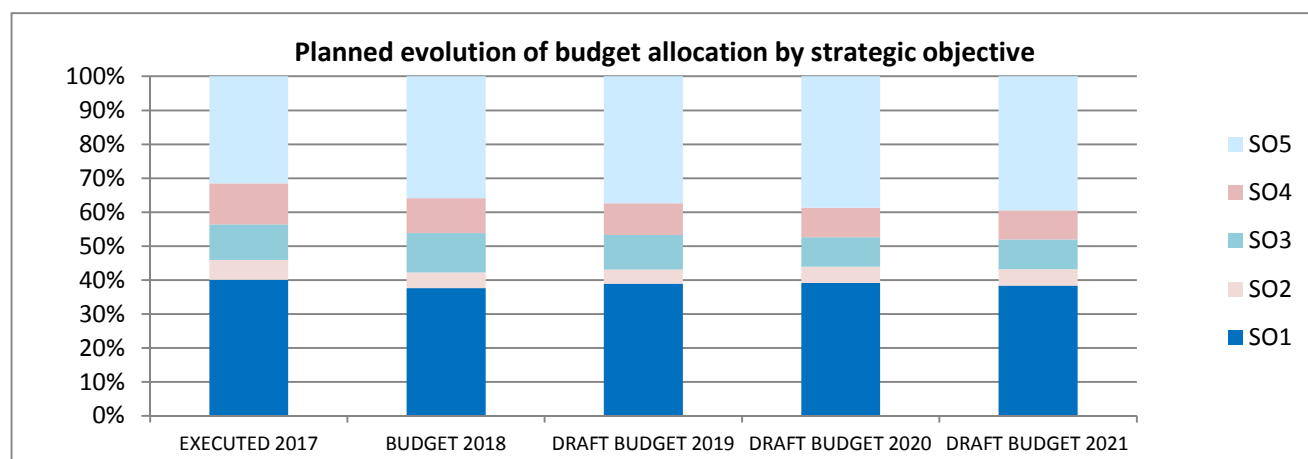
- Overall priority to resource activities addressing customers' requests and decreasing investment in modernising EFSA, i.e. organisational development projects and self-task activities, to support strategy implementation towards preparedness and keeping EFSA a relevant global risk assessment player (throughout all EFSA strategic objectives, SO1-SO5).
- Stable resources allocated to general risk assessment (SO1). As indicated above, the amount of work in the area of plant health has increased as of 2017 due to requests within the context of the new plant health regulation. While the number of other requests for scientific advice should remain relatively stable over the years, at an average of approximately 60-80 questions per year, 40-50 additional questions for the categorisation of plant health pests are expected per year until 2020.
- Stable resources to address the high workload in the area of regulated products (SO1). This generated a backlog of evaluations, particularly in pesticides, which is progressively being absorbed until the end of 2021 through the reprioritisation of activities and the provision of additional resources <sup>(26)</sup>. Additional workload is also expected due to new tasks in the areas of pesticides, novel foods and GMOs <sup>(27)</sup> (see above), requiring a substantial increase in the workforce. Conversely, the workload related to health claims and dietary reference values is expected to decrease, but with less impact.
- Relative stability of resources allocated to communications and stakeholder engagement (SO1), with strengthened efforts in engagement as of 2017.
- Slight reduction in resources allocated to evidence management (SO2) and expertise management and cooperation (SO3) as a result of implementing negative priorities in development initiatives, which make up a large part of the activities in these strategic objectives.
- Substantial reduction in the resources allocated to preparedness and methodological development (SO4), being the area mainly impacted by the negative priorities in development initiatives.
- Relevant investment in SO5, under Title II and Title III expenditure, for infrastructure modernisation (mainly digital as well as physical), process re-engineering and organisational capability development to support new ways of working, delivering efficiency gains and supporting the long-term sustainability of the EFSA business model.

### Financial resources

Figure 2 shows the (forecast) distribution of financial resources by strategic objective in 2017-2021.

<sup>(26)</sup> Ten additional short-term contract agents were requested in 2015. The deployment of this additional workforce capacity started in the fourth quarter of 2015 and was finalised in 2016.

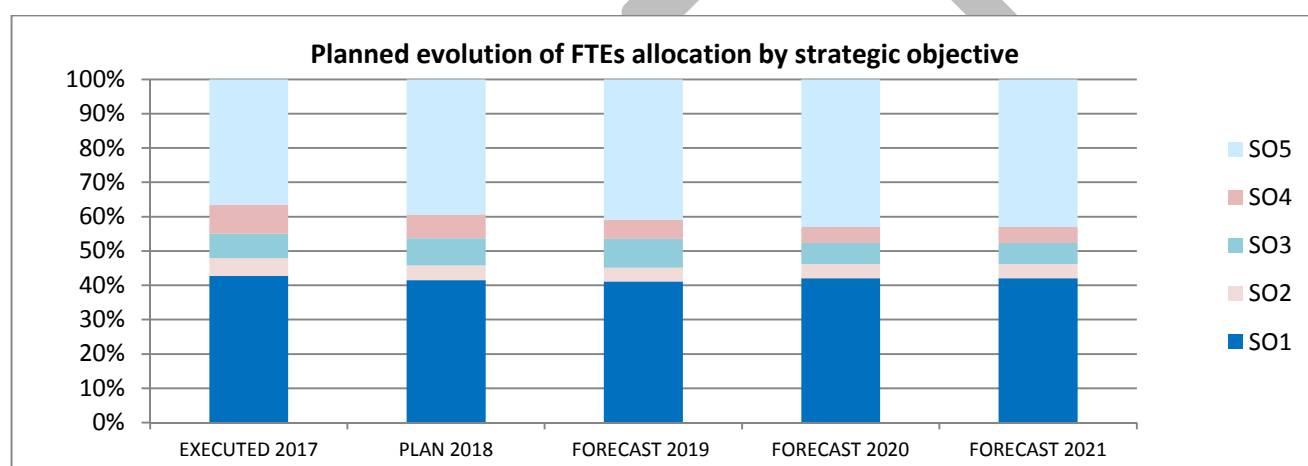
<sup>(27)</sup> The impact of this increased workload has not been estimated yet.



**Figure 2:** Financial resources by strategic objective in 2017-2021

## Human resources

Figure 3 shows the (forecast) allocation of human resources by strategic objective in 2017-2021.



**Figure 3:** Human resources by SO in 2017-2021

The following table gives an overview of human resources by category in 2017-2021.

**Table 6:** Human resource overview

HUMAN RESOURCES	2017	2018 <sup>28</sup>	2019	2020	2021
	BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST
Establishment plan posts: AD	227	218	219	220	220
Establishment plan posts: AST	96	101	100	99	99
<b>Total establishment plan posts</b>	<b>323</b>	<b>319</b>	<b>319</b>	<b>319</b>	<b>319</b>
Contract agents	125	125	125	125	125
SNEs	15	15	15	15	15
<b>TOTAL STAFF</b>	<b>463</b>	<b>459</b>	<b>459</b>	<b>459</b>	<b>459</b>

<sup>(28)</sup> Establishment plan was realigned to better reflect the actual situation with a small margin for reclassification

# Section III. Final work programme 2019

## 1. Executive summary

In 2019, EFSA will have an extensive programme of scientific work addressing and communicating on approximately 430 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and approximately 100 requests on priorities related to food and feed safety, animal health and welfare, plant health, and human nutrition.

EFSA's people — its scientific experts, partner organisations in Member States and beyond, and staff — comprise the pool of knowledge, expertise and experience necessary to deliver against the Authority's work programme. EFSA's efforts to further strengthen capacity building and sharing among knowledge hubs in Member States will continue with the kick-off of the first projects under the new grant scheme for partnering projects, and an innovative approach to Article 36 networking.

To further improve the provision of scientific advice, both in terms of quality and efficiency, EFSA will carry out key initiatives, which will be guided by the multiannual strategy implementation plan set out in 2016 to achieve EFSA's five strategic objectives.

To streamline the process of scientific assessment in the context of applications, EFSA will further enhance its interaction with applicants at the pre-submission stage, and will complete the definition of dossier structures for all sector areas in view of the implementation of the electronic management of applications (submission, management and communication). To enhance the engagement of partners and stakeholders throughout the risk assessment workflow, EFSA will implement an enhanced digital collaboration platform and roll out its plan, defined in 2017, to expand EFSA's social media presence via an integrated cross-channel and content strategy.

Within the aim of broadening EFSA's evidence base in prioritised areas and maximising access to its data, EFSA will continue exploring the possibilities for a new data collection on whole genome sequencing and will update its scientific data warehouse, EFSA's data hub, with new food consumption data from the EU Menu project. EFSA will continue to populate the Knowledge Junction open repository with evidence and supporting materials used in its risk assessments. This includes standardised and curated model repositories and a growing number of risk assessment models available as web apps.

The coordinated development and implementation of new guidance and methodologies for risk assessment will continue to be key activities to advance risk assessment, and will include the implementation of the Prometheus approach. EFSA will continue publishing reports on the cumulative risk assessment of pesticides, and will also publish a scientific report on the applicability of QSAR models for genotoxicity. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model, with the objective of developing a holistic, multifactorial risk assessment. EFSA will continue working on preparedness in plant health, by developing horizon scanning and rolling out surveillance support to Member States, as well as on the multi-sectoral activities in the area of AMR, together with its sister agencies EMA and ECDC.

## 2. Activities per strategic objective

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

#### General risk assessment

The implementation of the TERA project measures will continue with the roll-out of additional measures focusing, among other things, on enhancing engagement with stakeholders at different steps of the risk assessment cycle; the proactive release of evidence used in risk assessment in a readable/reusable format; and increasing transparency on how and why methods and data were/were not used.

EFSA will continue working on mandates in the areas of food hygiene, where EFSA is expected to provide scientific opinions on microbiological criteria, and of foodborne zoonoses such as transmissible spongiform encephalopathies (TSEs). Work will continue also in the area of antimicrobial resistance (AMR).

In the area of chemical contaminants in the food chain, EFSA will continue issuing opinions on natural toxins (e.g. glycoalkaloids and quinolizidine alkaloids in food and feed), environmental and process contaminants (e.g. brominated flame retardants), pharmacologically active substances and detoxification of contaminants in feed.

In cooperation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks. Other joint ECDC/EFSA technical reports include rapid outbreak assessments, as appropriate. EFSA will also deliver the yearly European Union summary report on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food, and the yearly European Union summary report on TSE, as well as the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products.

EFSA will continue providing risk assessments for plant pests and pathogens for the EU territory, as well as peer reviews of pest risk assessments and other justification documents prepared by third parties. It will provide risk assessment and communications on newly emerging plant pests and pathogens (e.g. *Xylella fastidiosa*), and produce other outputs including state-of-the-art reports on biology, epidemiology and control, based on advanced research results. EFSA will also continue to support the update of the legislative annexes as required by the new EU quarantine plant health law. To this end, it will deliver fit-for-purpose and stepwise advice, comprising pest categorisations, pest risk assessments and evaluations of the effectiveness of risk reduction options. In particular, work will continue on the mandate to deliver pest categorisations for the remaining legislative annexes.

In the animal health area EFSA will provide outputs on specific diseases depending on the disease context, and will continue its support and risk assessments related to outbreaks of animal diseases in EU Member States. Further work is also expected related to the implementation of the animal health law.

In the area of human nutrition, EFSA will continue to work on Dietary Reference Values for sodium and chloride and on the advice on a safe level of intake of added sugars from all sources.

#### Regulated products

In 2019, depending on the outcome of the previous phases of the MATRIX project, EFSA will continue its implementation by applying the electronic management of applications to additional food sector areas and by providing support to the risk assessment workflow and the support to the preparation of scientific opinions. New support initiatives (e.g. webinars, info sessions, etc.) for applicants and other stakeholders will be implemented to ensure clarity and predictability of the risk assessment workflow. Additional support initiatives for small and medium enterprises

will continue to be explored and possibly implemented, pending the results of exploratory work in 2017 and 2018.

The re-evaluation programme of food additives will continue in 2019 with the preparation of opinions on sweeteners. EFSA will also continue to assess new food additives, as well as extensions of use or changes in the specifications of already authorised food additives, and to work on opinions on the safe use of food additives used in food destined for infants and young children, following the principles of the Scientific Committee guidance adopted in 2017.

EFSA will deliver scientific advice on food enzymes, following the multiannual work programme agreed with the European Commission. It will also continue working on the remaining food flavourings on the EU list, and expects to receive an increased number of new applications for flavouring substances.

EFSA will continue its assessment of the safety of additives and monomers for plastic materials, articles in contact with food, recycling plastics and of the applications for active and intelligent materials. EFSA expects to receive around at least one request for the evaluation of the safety and efficacy of treatments to remove microbial surface contamination from foods of animal origin.

EFSA plans to work on the assessment of new feed additives, new uses of existing feed additives, and modification and renewal of existing authorisations. It is expected that the re-evaluations for feed additives still to be assessed will be finalised by 2019. EFSA will also continue working on the update of guidance documents in the area of feed additives.

In the area of genetically modified organisms (GMO) in food and feed, the work programme for 2019 includes the evaluation of applications for the import and processing of GMOs as well as for cultivation uses. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago. EFSA's GMO unit will also continue dealing with the sequencing quality check for new applications.

In the area of nutrition, EFSA will continue to evaluate applications for health claims and novel foods. The number of requests for novel food evaluations is expected to increase, following the entry into force of the new regulation for novel foods <sup>(29)</sup> on 1 January 2018, which introduces a centralised evaluation by EFSA and the possibility of notifying traditional foods from third countries. EFSA will also work on applications regarding food for specific groups, for the exemption from labelling of food allergens, for nutrient sources and safety assessments for 'other substances' added to food.

In the area of pesticides, EFSA will continue with the peer-review process for new active substances and renewals group (AIR-III and the new programme AIR IV), which will be complemented with the continuous updated of the risk assessment methodology.

The backlog reduction in the area of MRL reviews will continue in line with the plan for Article 12 MRLs (review of MRLs of all active substances) implementing the new process agreed with Member States.

EFSA will also finalise the yearly summary reports on pesticide residues.

The work on technical reports to provide guidance for the assessment of Article 4.7 derogations to pesticide legislation for plant health threats will continue in 2019.

In the area of animal welfare, EFSA will continue providing advice on incoming applications for new stunning methods. It also expects to continue receiving requests for the evaluation of application dossiers on alternative methods for processing animal by-products.

## **Stakeholder engagement and communication**

EFSA will continue ensuring effective liaison and engagement with its stakeholders, deploying the breadth of its communication channels to meet their needs and expectations.

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<sup>(29)</sup> Regulation (EU) 2015/2283.

Communication materials will continue to be focused on the impact of EFSA's work and EFSA will continue to improve the editorial quality and accessibility of its scientific outputs and the reproducibility of its assessments. In 2019, building on the results of the work done in 2018, EFSA will continue expanding its presence on social media, enhancing visibility and outreach of its work and increasing trust and reputation in the organisation.

Identifying and characterising uncertainties and explaining the implications for assessment conclusions are an important element of EFSA's remit. In 2019, EFSA will continue developing guidance documents on these issues.

EFSA will continue its focus on increasing transparency, openness and stakeholder dialogue, as well as on developing tools to systematically monitor users' expectations and satisfaction. EFSA will refine and strengthen the engagement activities under the umbrella of the Stakeholder Engagement Approach (SEA), building on the successes and learnings of 2018.

With the support of its Brussels liaison office, EFSA will focus on promoting the organisation of joint meetings and events on relevant corporate or scientific topics.

**Table 7:** Input indicators for SO1 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO1	Resources invested per year	Forecast executed 2018	Draft Target 2019
	FTEs	187	183
	Budget (K, €)	29.74	31.12
Scientific – general risk assessment			
Input sub-KPI	FTEs	43	44
	Budget (K, €)	8.88	9.29
Scientific – regulated products evaluation			
Input sub-KPI	FTEs	116	110
	Budget (K, €)	16.84	17.10
Communications & engagement			
Input sub-KPI	FTEs	28	29
	Budget (K, €)	4.01	4.73

**Table 8:** Activity and output indicators for SO1

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Draft Target 2019
Scientific – general risk assessment		
Number of questions delivered for scientific outputs and technical reports	91	99
Number of questions delivered for 'other publications' <sup>30</sup> (external reports, event reports)	33 (30 external reports / 3 event reports)	32 (31 external reports / 1 event report)
Proportion of scientific/technical questions adopted within deadline	100%	100%

<sup>30</sup> According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.



ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Draft Target 2019
<b>Scientific – regulated products evaluation</b>		
Indicator	Forecast achieved 2018	Draft Target 2019
Number of questions delivered for scientific outputs and technical reports	403	449 <sup>31</sup>
Number of questions delivered for 'other publications' (external reports, event reports)	5 (external report)	1 (external report)
Number of questions in backlog in PRAS (art. 12 only)	35	47 <sup>32</sup>
Proportion of scientific questions adopted within deadline <sup>33</sup>	90%	90%
Number of service catalogue activities with applicants (meetings, webinars, info sessions etc.)	+10%	+10%
Percentage of positive feedback on regulated product opinions from applicants	TBD in 2018 <sup>34</sup>	TBD in 2018
<b>Communication &amp; engagement</b>		
Indicator	Forecast achieved 2018	Draft Target 2019
Proportion of scientific outputs delivered within 28 working days of adoption (%)	80	80 <sup>35</sup>
Number of i) media and ii) stakeholder enquiries addressed within agreed deadlines	95%	95%
Number of public consultations on EFSA outputs	13 <sup>36</sup>	15 <sup>37</sup>
Percentage of positive feedback from engagement activities carried out with registered stakeholders <sup>38</sup>	85% <sup>39</sup>	85%
Total number of registered stakeholders	115	120

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

EFSA will continue streamlining the management of standard data collections and literature services, and widen its evidence base in the areas prioritised by its customers. EFSA will continue to support Member State data providers to implement its SSD2 (Standard Sample Description, version 2) common standard for data transmission across several data domains using a phased approach until 2020. EFSA will also continue supporting data collections and management activities related to plant and animal health, fostering the acquisition and availability of data for environmental risk assessment. These activities underpin EFSA's scientific

<sup>31</sup> i) Figures cover only 5 closed questions for NUTRI related to novel foods, but the a number of requests could rise up to 30 per year in this area; ii) figures do not include possible requests for the assessment of active substances with endocrine disruptive potential (still to be defined).

<sup>32</sup> 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).

<sup>33</sup> Excluding backlog in REPRO area

<sup>34</sup> The response rate for 2017 is too low to establish a meaningful baseline. EFSA is investigating on the reasons for the low response rate and will take mitigating actions if needed.

<sup>35</sup> EFSA is running an efficiency project to identify bottle necks in the EJ process. The outcome of the project will allow for efficiency initiatives to be implemented in 2018. Therefore the targets for 2018/2019 need to be revised to 80% and, according to the results, revised for 2020.

<sup>36</sup> Pending decision on which type of draft outputs should be consulted upon in the future and at which stage of the RA cycle (eg. draft mandates, protocols, draft outputs etc.)

<sup>37</sup> Pending decision on which type of draft outputs should be consulted upon in the future and at which stage of the RA cycle (eg. draft mandates, protocols, draft outputs etc.)

<sup>38</sup> 1<sup>st</sup> evaluation of SEA pilot phase implementation, that will be presented at the Management Board meeting in December

<sup>39</sup> conservative estimation as the measurement in 2017 (90%) covered only part of year and the outcome of the project, to be finalised in 2020, is still not known

work, and enable the gradual opening of EFSA's evidence base to stakeholders. Ad hoc data collections and dietary exposure reports are expected to continue to be delivered upon request from risk managers.

In 2019, EFSA will continue to deliver new capabilities for data collection and scientific collaboration.

The information management programme will continue to strengthen the opening and transparency of EFSA's data by rolling out a new capability to assign digital object identifiers (doi) to datasets published in the EFSA Journal, and to present datasets according to EU or international standards as applicable in open repositories by making use of linked data technologies. In addition, in line with Digital Single Market principles, a portal exposing application programming interfaces (APIs) will be implemented by EFSA to allow access to EFSA's data and evidence by using machine-to-machine interfaces (OPEN ScAIE). EFSA and stakeholders will continue to populate and share tools, evidence and information via the Knowledge Junction.

**Table 9:** Input indicators for SO2 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Forecast executed 2018	Draft Target 2019
	FTEs	19	18
	Budget (K, €)	3.71	3.26

**Table 10:** Activity and output indicators for SO2

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Draft Target 2019
Number of questions delivered for scientific outputs and technical reports	8	6
Number of questions delivered for 'other publications' <sup>40</sup> (external reports, event reports)	14 external reports	10 external reports
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of operational data collections prepared and opened within deadline (total & open)	13 <sup>41</sup>	15 <sup>42</sup>
Number of enhancements to operational data collections	20	20
Number of new data collections implemented <sup>43</sup>	2	2

<sup>40</sup> According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

<sup>41</sup> Data collections on: chemical contaminants, veterinary medicinal products residues (VMPP), pesticide residues, food consumption, food additive usage, food additive occurrence, molecular typing, zoonoses (5), and TSEs.

<sup>42</sup> As in 2017, in addition: SSD2-Matrix, and animal health & plant health.

<sup>43</sup> This KPI reflects new data collections performed by EFSA outside the operational ones reflected in KPI "Number of operational data collections prepared and opened within deadline (total & open)". This KPI merges and simplifies the previous KPIs "Number of new data collection under design" and "Number of new data collection under implementation". The actual amount and type of new data collections depends on the EFSA chartering process and prioritisation. New data collections expected to be implemented in the next years (2018, 2019) are for example geodata for the plant health, data collection on animal diseases outbreaks, avian influenza, Maximum Residues Levels for Pesticides and Veterinary Medicinal Products, SSD2 in pesticide residues



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

EFSA will continue to provide learning and development activities for experts, in particular with regard to key areas of risk assessment and EFSA's new guidance documents and methodologies. The expertise management programme will deliver in 2018 a comprehensive on-boarding process for staff and experts and a competency library for EFSA scientific and non-scientific staff, thus enabling in 2019 EFSA to optimise its management of the available scientific capacity as well as to target areas to be further developed. Competency gaps in the workforce will be evaluated through a strategic workforce planning model for experts and staff, thus triggering relevant HR strategic actions to fill those gaps. The EFSA Academy business case will be further developed with the objective of evaluating the efficiency gains that will be generated by a centralised Academy as a hub facilitating knowledge acquisition and exchange in risk assessment. Scientific cooperation among Member States and capacity building in European food safety risk assessment will be further boosted through tasking grant schemes and the exchange of expertise.

EFSA will continue to strengthen Europe's capacity in food safety risk assessment through the EU-FORA fellowship programme.

EFSA will continue using grant schemes to stimulate projects between Member States through the EU risk assessment agenda, which will continue to be steered by the Advisory Forum. Scientific cooperation through EFSA's scientific networks is actively supported by the Focal Points.

**Table 11:** Input indicators for SO3 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Forecast executed 2018	Draft Target 2019
	FTEs	36	38
	Budget (K, €)	9.18	8.14

**Table 12:** Activity and output indicators for SO3

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Draft Target 2019
Number of questions delivered for scientific outputs and technical reports	3	3
Number of questions delivered for 'other publications' <sup>44</sup> (external reports, event reports)	0	0
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of MS cooperation activities (network meetings, national FP events/workshops)	65	65
Number of cooperation agreements with international and third-country organisations	16	17
Number of international cooperation activities (meetings, events, missions)	30	30

<sup>44</sup> According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

## 2.4. Prepare for future risk assessment challenges

Under the steering of the risk assessment methodologies programme, EFSA will continue the coordinated development and implementation of new guidance and methodologies for risk assessment, as well as the implementation of the Prometheus approach and the full integration of the latter in the quality management system. In particular, there will be a change in emphasis from the development of new cross-cutting guidance to improving the implementation of existing guidance, through training, the use of templates and processes.

Activities on emerging risks will focus increasingly on enhanced cooperation with Member States, EU agencies and stakeholders. Crisis preparedness is an EU priority objective, and in 2019 the tools and training delivered over the previous years, e.g. via the framework partnership agreement with Member States on tracing methodologies, will contribute significantly to this objective.

The procedure for identifying emerging risks often involves data collection or generation. In 2019, EFSA will continue working on framework partnership agreements with MS on high-priority issues. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model with the objective of developing a holistic, multifactorial risk assessment.

In 2019, EFSA will continue media monitoring on emerging plant health risks using the MedSys platform. EFSA will also continue developing and applying horizon scanning and surveillance for the early identification of new plant pest outbreaks. Based on previous scientific opinions and results of outsourced projects, quantitative methodologies, including quantitative pathway analysis models, will be further developed. The development of databases on plant pests, based on the revised structure of the EU database of apple fruit pests and diseases, will continue. EFSA will cooperate with Member States to harmonise the collection and analysis of epidemiological data on African swine fever.

In the area of animal health, EFSA will make efforts to automate data collection on animal disease outbreaks and surveillance (via its Data Collection Framework), making it less labour intensive for both MSs and EFSA. Functions will be inserted to validate submitted data and predefined tables, and maps will be generated that could be used by MSs for their own purposes (e.g. presentations in PAFF meetings). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the EC (e.g. African swine fever, lumpy skin disease and avian influenza).

In the area of biological hazards, work will focus on the application of new methodologies for risk assessment and surveillance such as foodborne parasites, molecular typing methods, e.g. whole genome sequencing, and metagenomics, and on antimicrobial resistance (AMR). In addition, through cross-departmental collaboration, EFSA will continue to work on the qualified presumption of safety (QPS). EFSA will drive thematic grants in the area of whole genome sequencing.

In the area of chemical hazards, work will continue in toxicokinetics, toxicodynamics, dynamic energy budget models and human variability, with a long-term view to integrating these new approaches in human, animal and environmental risk assessment.

In the area of nutrition, EFSA will continue to update the guidance documents related to health claim applications. In the area of pesticides, work will continue on the development of guidance for birds and mammals. EFSA will continue publishing reports on the cumulative risk assessment of pesticides, and will also publish a scientific report on the applicability of QSAR models for genotoxicity. As in previous years, EFSA will support the development of new and/or refined methods and guidance for the assessment of dietary exposure to substances in the remit of regulated products.

**Table 13:** Input indicators for SO4 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Forecast executed 2018	Draft Target 2019
	FTEs	31	25
	Budget (K, €)	8.09	7.23

**Table 14:** Activity and output indicators for SO4

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Target 2019
Number of questions delivered for scientific outputs and technical reports	28	17
Number of questions delivered for 'other publications' (external reports, event reports)	47 <i>external reports</i>	41 (40 <i>external reports</i> / 1 <i>event report</i> )
Proportion of scientific/technical questions adopted within deadline	100%	100%

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

To continue optimising the use of resources ensuring efficiency, accountability, compliance and best value for taxpayers' money, EFSA will continue strengthening its accountability framework, which encompasses four main pillars: governance and decision-making, assurance management, results-based management and quality and continuous improvement. More specifically, the accountability policy developed in 2018 will be implemented and strictly monitored. Furthermore:

- EFSA will strengthen its governance process in the production of its scientific outputs, supporting enhancements and developments in the scientific departments.
- As part of its accountability framework, assurance governance that ensures corporate oversight and cross-functional coordination will be streamlined to reflect developments in the internal control framework. Risk management, audit management, legal risks and compliance, information management, information and physical security, business continuity, health & safety and quality & process management are encompassed. The internal control framework, revised to follow a risk-based approach, will be strictly monitored, with all control processes managed in an integrated manner. The revised risk management process design will support further improvements and harmonisation of methodology, tools, monitoring and reporting.
- As regards results-based management, efforts will continue towards an integrated performance approach, with procedures for improved forecasting of EFSA's results, as well as for the efficient, economical and dynamic allocation of EFSA's resources. EFSA's foresight capability, capitalising on the results of the 2018 environment scanning and scenario planning activity, will contribute to defining and analysing the drivers for change towards the definition of the vision and strategy post 2020. Underpinning the above, EFSA aims to consolidate its investment in the integration and automation of performance data and tools, improving the efficiency of its corporate reporting, as well as in exploring new approaches strengthening the effectiveness of performance analytics supporting decision-making.
- To enable the above, and under the auspices of its quality management system, EFSA will fine-tune the detailed characterisation of its sub-processes which will be instrumental to foster continuous improvement. In this context, EFSA will continue to monitor customer and stakeholder feedback in a more comprehensive and coordinated approach across all EFSA services, in order to plan improvement actions where results fall short of customer requirements — balancing the economy and cost of those services, also reviewing and realigning processes as needed.

Furthermore, to continuously enhance its internal capabilities in support of the delivery of strategic objectives 1-4:

- EFSA will continue to focus on its relations with EU institutions (European Commission, Council and Parliament) to support EFSA on budget, discharge and the implementation of recommendations, as well as on policy/regulatory matters. EFSA will invest in closer cooperation with the institutions, and particularly DG Health and Food Safety, in the context of the preparations for the next strategy cycle and the post-2020 multiannual framework. Activities will include topical events and delegation visits, supported by EFSA's Brussels liaison office.
- EFSA will implement the Independence Policy adopted by the Management Board in June 2017 and the new rules on competing interest management, easing the automation of DoI screening.
- Efforts will be put into strengthening EFSA's capacity to keep up with its reactive transparency obligations. In particular efforts will be focused on reinforcing the governance and processing of public access.
- EFSA will further increase its ability to achieve compliance with its public duties. Continuous efforts will be devoted to deploying resources and expertise to comply with legal and regulatory obligations.

- Information technology services, having achieved a high level of service delivery and end-user customer satisfaction will continue shifting focus from service delivery improvement to introducing and supporting new technology options for enhanced collaboration and mobility.
- EFSA's information security and business continuity plan will be further enhanced.
- EFSA's financial services will build on the efficiency gains realised in 2018 through further automation, the implementation of circular workflows in the procurement and contract management fields and joint procurement calls.
- Market intelligence and strategic sourcing for supplies, goods, services and competences will be further exploited. The implementation of a strategic sourcing approach, managing the supply chain efficiently and in an integrated manner, will progressively substitute the current procurement-by-need planning. EFSA will continue to seek additional efficiency gains via joint endeavours such as inter-agency procurement initiatives.
- Development of a joint services centre will be gradually fostered as a way to manage in an integrated manner part of EFSA's transactional services. This centre will foster a shared services approach acting as a single point of contact for service delivery hence ensuring business continuity, consolidating efficiency gains and safeguarding knowledge capital.
- The agencies' working group on additional funding sources for agencies chaired by EFSA will continue exploring possible additional funding sources, including possible impacts on legislative frameworks.

The Expertise Management Programme (EMP) will play a key role in supporting the deployment of an integrated set of policies, processes and IT tools that allow for efficient talent management. The dedicated project will continue to be rolled out, focusing in 2019 on talent development. EFSA will ensure that staff and experts are more effectively supported throughout the lifecycle of their relationship with the Authority. An EFSA Academy concept will be chartered to shape a virtual hub for risk assessment knowledge acquisition and exchange for EFSA workforce (staff and experts) as well as European risk assessment and risk communication communities.

The Information Management Programme (IMP) will support a new project on business intelligence and knowledge exploitation which will improve corporate reporting through the integration and automation of data and tools as well as provide the organisation with sound performance analytics, to enable informed decision-making.

**Table 15:** Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO5	Resources invested per year	Forecast executed 2018	Draft Target 2019
	FTEs	177	182
	Budget (K, €)	28.41	29.94

**Table 16:** Activity and output indicators for SO5

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast achieved 2018	Target 2019
Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%
Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%
Proportion of original budget committed/paid at year end – differentiated	100%	100%
Proportion of original budget committed/paid at year end – non differentiated	100%/90%	100%/90%

ACTIVITIES – OUTPUT INDICATORS		
Proportion of original science grants and procurement budget committed/paid at year end	100%	100%
Carry-forward of payments to following year	10%	10%
Service delivery index <sup>45</sup>	77%	80%
Transformation performance index (development project execution index) <sup>46</sup>	80%	80%

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<sup>45</sup> For the sub-set of mature processes followed.

<sup>46</sup> For the subset of key projects followed.

# Appendices

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# Appendix A — Predicted questions closed per strategic objective in 2019

**Table 17:** Predicted number of questions closed in 2019

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF EFSA OUTPUT	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 – Prioritise public and stakeholder engagement in the process of scientific assessment												
SO1 – EFSA scientific outputs – general risk assessment					2		43		17	3		65
Of which:												
– Opinion of the Scientific Committee / Scientific Panel					2		34 <sup>47</sup>		14 <sup>48</sup>			50
– Scientific report of EFSA							9		3	3		15
SO1 – Technical Reports – general risk assessment					2		26	1	5			34
SO1 – Other publications (external scientific reports/event reports) – general risk assessment							24/1		7/-			31/1
SO1 – Subtotal – general risk assessment					4		94	1	29	3		131
SO1 – EFSA scientific outputs – evaluation of regulated products		74	80	15	53	183			1			406
Of which:												
– Conclusion on pesticides peer review						46						46
– Opinion of the Scientific Committee / Scientific Panel		74	80 <sup>49</sup>	13	33				1			201
– Reasoned opinion						131						131
– Scientific report of EFSA						5						5
– Guidance of EFSA						1						1
– Statement of EFSA				2	20							22

<sup>47</sup> 34 questions from which 5 from AHAW Panel and 29 from PLH Panel.

<sup>48</sup> 14 questions from which 3 from BIOHAZ Panel and 11 from CONTAM Panel.

<sup>49</sup> 80 questions from which 40 from ANS Panel and 40 from CEF Panel.

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF EFSA OUTPUT	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
<b>SO1 – Technical reports</b> – evaluation of regulated products				16	3	24						43
<b>SO1 – Other publications (external scientific reports/event reports)</b> – evaluation of regulated products				1/-								1/-
<b>SO1 – Subtotal</b> – evaluation of regulated products	0	74	80	32	56	207			1			450
<b>SO1 – Total</b>	0	74	80	32	60	207	94	1	30	3	0	581
<b>SO2 – Widen EFSA's evidence base and optimise access to its data</b>												
<b>SO2 – EFSA scientific outputs</b>												
<b>SO2 – Technical reports</b>										6		6
<b>SO2 – Other publications (external scientific reports/event reports)</b>										10/-		10/-
<b>SO2 – Total</b>										16		16
<b>SO3 – Build the EU's scientific assessment capacity and knowledge community</b>												
<b>SO3 – EFSA scientific outputs</b>												
<b>SO3 – Technical reports</b>				1					2			3
<b>SO3 – Other publications (external scientific reports/event reports)</b>												
<b>SO3 – Total</b>				1					2			3
<b>SO4 – Prepare for future risk assessment challenges</b>												
<b>SO4 – EFSA scientific outputs</b>					1	2		1	4		4	12
Of which:												
– Opinion of the Scientific Committee / Scientific Panel									2		2	4
– Scientific report of EFSA						1					1	2
– Guidance of the Scientific Committee / Scientific Panel					1						1	2
– Guidance of EFSA						1		1				2
– Statement of the Scientific Committee / Scientific Panel									2			2
<b>SO4 – Technical reports</b>					1	2			1		1	5
<b>SO4 – Other publications (external scientific reports/event reports)</b>						1	36/-		1/-		2/1	41
<b>SO4 – Total</b>					2	5	36	1	6		8	58
<b>Total questions</b>	0	74	80	33	62	212	130	2	38	19	8	658

# Appendix B — Resource allocation per strategic objectives in 2019

**Tables 18-22:** Resource allocation by SO – 2019 projects and processes will be inserted later in the year when 2019 portfolio will be defined.

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# Appendix C — Key performance indicators — medium- and long-term impact per strategic objective

**Table 23:** Key performance indicators — SO1 — medium and long-term impact

1. SCIENTIFIC ADVICE AND COMMUNICATION: PRIORITISE PUBLIC AND STAKEHOLDER ENGAGEMENT IN THE PROCESS OF SCIENTIFIC ASSESSMENT							
Performance indicators		Baseline	Actual	Target by 2021 <sup>(50)</sup> <sup>(51)</sup>			
			2017	2018	2019	2020	2021
<b>Intermediary impact:</b> Increased satisfaction of stakeholders regarding EFSA’s scientific outputs (for Commission/MS risk managers and stakeholders) and the scientific assessment process and communication tools and materials							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)	Risk managers (Commission/MS)	2016 feedback exercise	2017 external evaluation survey result Q4 2017	Annual comparison			
	Stakeholders	65 %	65 %	70 %	75 %	75 %	75 %
	Applicants	Baseline TBD in 2018 <sup>(52)</sup>	N/A	TBD in 2018	TBD in 2018	TBD in 2018	TBD in 2018

<sup>(50)</sup> Where not defined, baseline to be measured and annual targets to be set in 2018.

<sup>(51)</sup> In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2021; these will be reviewed in the context of the environment scan exercise taking place in 2018, informing a possible readjustment of the strategic objectives and targets.

<sup>(52)</sup> EFSA changed the approach in collecting feedback from applicants following comments received on a perceived survey fatigue; however, the response rate for 2017 is too low to establish a meaningful baseline. EFSA is investigating the reasons for the low response rate and will take mitigating actions if needed.

**1. SCIENTIFIC ADVICE AND COMMUNICATION:  
PRIORITISE PUBLIC AND STAKEHOLDER ENGAGEMENT IN THE PROCESS OF SCIENTIFIC ASSESSMENT**

Performance indicators		Baseline	Actual	Target by 2021 <sup>(50)</sup> <sup>(51)</sup>			
			2017	2018	2019	2020	2021
User satisfaction rating of communication tools and materials	EFSA Journal	85 % <sup>(53)</sup>	70 %	80 % <sup>(54)</sup>	80-100 %		
	Other communication products	TBD in 2017 <sup>(55)</sup>	TBD in 2017	80 %	80-100 %		
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles — this measurement tool has been in place since 2015). Media impact index <sup>(56)</sup>		18	15 <sup>57</sup>	22	24	25	
Outcome: Increased engagement of stakeholders in scientific activities							
Stakeholder engagement during public consultations, and other stakeholder engagement activities	Number of public consultation comments received — total and by stakeholder group <sup>(58)</sup>	1 ,795 <sup>(59)</sup>	1 ,943	+10% <sup>(60)</sup>	+10%	+10%	As for 2020
	Survey feedback from SEA-registered members on the effectiveness of EFSA's stakeholder engagement activities	N/A	N/A	Positive outcome in 2018			
Outcome: Full availability of documentation relevant to EFSA's scientific outputs							
Availability of documentation used in EFSA's scientific outputs	Proportion of regulated product food sector areas making dossier data (non-confidential parts) fully available to the public	0	N/A	N/A	N/A	6/6	
	Proportion of EFSA's scientific outputs providing direct access (links) to datasets and metadata	TBD in 2017	To be measured by end 2017	25 %	50 %	75 %	

<sup>(53)</sup> Outcome of 2016 *EFSA Journal* survey.

<sup>(54)</sup> As the platform is changing this year a temporary reduction in customer satisfaction could be expected.

<sup>(55)</sup> Baseline will be measured in December 2017.

<sup>(56)</sup> The current methodology for assessing the impact is under review and may change in 2017.

<sup>(57)</sup> Target 2017 = 20

<sup>(58)</sup> The sub-indicator 'Number of relevant contributions used in EFSA outputs' is deleted.

<sup>(59)</sup> Average number of total comments received through public consultations in 2016-2017. Waiting for stakeholder groups' analysis.

<sup>(60)</sup> every year measured on the previous year's total comments

**1. SCIENTIFIC ADVICE AND COMMUNICATION:  
PRIORITISE PUBLIC AND STAKEHOLDER ENGAGEMENT IN THE PROCESS OF SCIENTIFIC ASSESSMENT**

Performance indicators		Baseline	Actual	Target by 2021 <sup>(50)</sup> <sup>(51)</sup>				
			2017	2018	2019	2020	2021	
Outcome: Enhanced outreach of communication								
Social media effectiveness	Increased number of followers from social media platforms	40,742(2016)	52,204 (+30 %)( <sup>61</sup> ) TBC after Dec 2017	+ 10 % to be reviewed annually ( <sup>62</sup> )				
	Traffic to EFSA web content from social media	63,464 (2016)	69,990 (+10 %)( <sup>63</sup> )TBC after Dec 2017	+ 2 %	+ 2 %	+ 2 %		
	Social interactions ( <sup>64</sup> )	14,881 (2016)	30,045 ( <sup>65</sup> ) (+100 %)TBC after Dec 2017	+ 20 %	+ 10 %	+ 10 %		
Traffic to EFSA’s web content (web metrics): number of sessions		2,896,741	2,747,315( <sup>66</sup> ) (+1.2 %) TBC after Dec 2017	+ 0.5 %	+ 0.5 %	+ 0.5 %		
Number of subscribers to online subscription products (newsletter and alerts)		33,934 (2016)	35,685( <sup>67</sup> ) (+5 %) TBC after Dec 2017)	+ 1 %	+ 1 %	+ 1 %		
Impact, visibility and discoverability of EFSA’s scientific outputs (access, downloads, citations)		TBD in 2018 ( <sup>68</sup> )		Increase TBD in 2018				

<sup>(61)</sup> Target 2017 = +3% (41,964)

<sup>(62)</sup> In 2017 the authority saw an increase in the number of corporate accounts (two new thematic accounts), which led to an increase in the number of followers. However, for the coming years, and as described in the strategy update, EFSA will move to a bottom-up approach for thematic accounts (voluntary rather than imposition). Based on this and on the available FTEs and resources, the number of corporate accounts is not likely to keep on growing. Consequently, the number of followers is not likely to keep on growing exponentially. The target, based on the above considerations, is revised to 10 % and should be reviewed annually.

<sup>(63)</sup> Target 2017 = + 2 % (64,759)

<sup>(64)</sup> The new targets are calculated based on a more accurate baseline (2017 baseline). The percentage increase is higher in 2017 and then decreases/stabilises. This reduction takes into account the level of saturation of EFSA's target audience (predicted that engaging max is reached already in 2019). Moreover, EFSA is moving to a bottom-up approach for thematic accounts (voluntary rather than imposition). This will have an impact on social interactions in the coming years.

<sup>(65)</sup> Target = + 30% (19,345)

<sup>(66)</sup> Target = +0.5 % (2,713,500)

<sup>(67)</sup> Target = + 1% (36,360)

<sup>(68)</sup> From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018.

**Table 24:** Key performance indicators — SO2 — medium and long-term impact

2. DATA COLLECTION AND EVIDENCE MANAGEMENT: WIDEN EFSA'S EVIDENCE BASE AND OPTIMISE ACCESS TO ITS DATA						
Performance indicators		Baseline	Actual	Target by 2021 <sup>(69)</sup>		
			2017	2018	2019	2020
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data						
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)		TBD in 2017/2018 (From external evaluation survey)	2017 external evaluation survey result Q4 2017	Annual comparison		
Use and reuse of EFSA's accessible data and evidence	User statistics from the data warehouse	800 in 2017	800	Each year >5 % increase compared to previous year		
	User statistics from the evidence hub (Open SCAIE/Knowledge Junction) <sup>(70)</sup>	(i) 1, 105 (number of uploaded and curated digital objects — consolidating 5 year period)	(i) 1, 105 (number of uploaded and curated digital objects — consolidating 5 year period)	Each year 10 % increase compared to previous year		
	Data/evidence reused by stakeholders via citation statistics	TBD in 2018 <sup>(71)</sup>	Increase for 2018-2020 TBD in 2018			
Outcome: Improved access to data						
Data accessibility index	Number of publicly accessible data collections published without data aggregation by EFSA	1 <sup>(72)</sup>	5 <sup>(73)</sup>	7 <sup>(74)</sup>	8 <sup>(75)</sup>	9

<sup>(69)</sup> In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2021. They will be reviewed in the context of the environment scan exercise taking place in 2018, informing a possible readjustment of the strategic objectives and targets.

<sup>(70)</sup> (i) Number of uploaded and curated digital objects and their increase on a yearly basis; (ii) Number of downloaded digital objects and their increase on a yearly basis, (iii) number of users accessing the Knowledge Junction yearly. NB: To date (Sept. 2017) only (i) is measurable. The availability of statistics for (ii) and (iii) depends on Zenodo features and it is planned by CERN that those features will be introduced in the near future. As soon as they are in place KPIs for (ii) and (iii) can be defined.

<sup>(71)</sup> TBD in 2018, following the outcome of the data publishing working group (in Q2 2017) and implementation of web services. (Part of the data DOI project.)

<sup>(72)</sup> Compendium of botanicals.

<sup>(73)</sup> 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).

<sup>(74)</sup> As in 2017, in addition: pesticide residues and AMR.

<sup>(75)</sup> As in 2018, in addition: veterinary medicinal products residues.



## 2. DATA COLLECTION AND EVIDENCE MANAGEMENT: WIDEN EFSA'S EVIDENCE BASE AND OPTIMISE ACCESS TO ITS DATA

Performance indicators	Baseline	Actual	Target by 2021 ( <sup>69</sup> )			
		2017	2018	2019	2020	2021
Number of data collection dashboards/aggregates published	11 ( <sup>76</sup> )	15 ( <sup>77</sup> )	17	19	20	
Outcome: Wider data coverage						
Number of digital objects (evidence) uploaded to EFSA's open repository	500 in 2017	500	10 % increase compared to each previous year			
Outcome: Increased standardisation and interoperability of data						
Share of regulated product areas covered by structured data	0	N/A	N/A	TBD in 2018	100 %	
Increased maturity in data interoperability — EIF/IMM index ( <sup>78</sup> )	TBD in 2018	N/A	Increase for 2018-2020 TBD in 2018			
Outcome: Improved quality of data						
Data quality index ( <sup>79</sup> )	TBD in 2018 ( <sup>80</sup> )	N/A	TBD in Q2 2018 ( <sup>81</sup> )	TBD in 2018	1, 1, 1 ( <sup>82</sup> )	

<sup>(76)</sup> Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, antimicrobial resistance, food consumption, botanicals, food composition, EFSA-owned raw-data dashboards.

<sup>(77)</sup> As in 2016, in addition: chemical contaminant levels, contaminants raw data, food additives intake model template, veterinary medicinal products.

<sup>(78)</sup> European interoperability framework for European public services/interoperability maturity model. A corporate information management governance was set up in 2017. The index will be developed in 2018.

<sup>(79)</sup> The three most relevant data quality dimensions for EFSA scientific data collections: e.g. accuracy — data plausible, representative, well coded; completeness — all information required/recommended is reported; timeliness — information is reported according to deadlines and update according to agreed timelines.

<sup>(80)</sup> The detail of KPI calculation and reference values will be set by Q4 2017 within the framework of a pilot project under a partnership agreement with MS.

<sup>(81)</sup> The baseline is calculated and communicated to data providers; the reference values are agreed with data providers by Q2 2018.

<sup>(82)</sup> Ratio between achieved value and reference value (100 %) for each data collection.

**Table 25:** Key performance indicators — SO3 — medium and long-term impact

3. COOPERATION AND EXPERTISE MANAGEMENT: BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY							
Performance indicators		Baseline	Actual	Target by 2021 <sup>(83)</sup>			
			2017	2018	2019	2020	2021
Intermediary impact: Increased efficiency at European and international level							
Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU <sup>(84)</sup> (development and roll-out of a database for sharing MS RA activities)	Number of MS active in sharing risk assessment information	25 (2016)	25	25 or more	25 or more	25 or more	25 or more
	Potential duplication identified before an activity is started / potential divergence identified before the adoption of an opinion	0	Identified timely in 95% of cases	Identified timely in 95% of cases			
	Follow-up actions within 10 days of identification of potential duplication/divergence	0	95 %	95 %	95 %	95 %	95 %
Intermediary impact: 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)							
Satisfaction — general satisfaction and usefulness of joint outputs — via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)	MS, EU, international, non-EU-country organisations	TBD in 2017 (from external evaluation survey)	2017 external evaluation survey result Q4 2017	Annual comparison			
	Individual experts						
Outreach of supporting publications on grants and procurement <sup>(85)</sup>	Number of page visits (visibility)	TBD in Q2 2018 for 2017	3-5 % increase annually				
	Number of Downloads (usage)						
	Number of Citations (impact)						

<sup>(83)</sup> In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2021. They will be reviewed in the context of the environment scan exercise taking place in 2018, informing a possible readjustment of the strategic objectives and targets.

<sup>(84)</sup> Substitutes the initial indicator: 'Increase of shared and decrease of duplicated/overlapping services/activities/outputs (risk assessments, data, methodologies) at MS and European/international level'.

<sup>(85)</sup> Report from WILEY provided in Q2 each year.

### 3. COOPERATION AND EXPERTISE MANAGEMENT: BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY

Performance indicators		Baseline	Actual 2017	Target by 2021 <sup>(83)</sup>			
			2018	2019	2020	2021	
Outcome: Building and sharing capacity within the risk assessment community at organisational level							
Risk assessment agenda take-up index <sup>(86)</sup>	Number of joint projects	N/A	13 <sup>(87)</sup>	7	5	5	
	Number of priority areas covered		8 <sup>(88)</sup>	3	2	2	
	Number of MS in joint projects		15 <sup>(89)</sup>	7	8	8	
	Number of partners (i.e. beneficiaries) in joint projects		29 <sup>(90)</sup>	16	11	11	
	Number of projects not funded primarily by EFSA		0	1	2	4	
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements		5	50 <sup>91</sup>	50	50	50	
Research agenda take-up index	Number of support letters written by EFSA of research proposals supporting the EURAA <sup>(92)</sup>	Defined in 2017:0	0	3	3	3	3
	Number of research projects (EU and international) in which EFSA is participating (actively or passively)	Defined in 2017:1	1	2	3	5	7
Participation of MS organisations in EFSA’s work programme (science grants & procurement)	Application rate for EFSA’s open calls	Average number of applications to be calculated in Q1 2018	Average number of applications to be calculated in Q1 2018	> 3	> 4	> 4	

<sup>(86)</sup> Reduction of targets due to decreased availability of budget and the application of negative priorities

<sup>(87)</sup> Grants initiated via AFSCO, incl. 'joint projects' resulting from ED visits and partnering grants (end of the year to be added also thematic grants). Target 2017 = 15

<sup>(88)</sup> out of 28 priority areas, target 2017 = 5

<sup>(89)</sup> out of 30 (i.e. 28 MS and IS and NO), target 2017 = 8 MS

<sup>(90)</sup> same organisation counted only once, as participating, target 2017 = 20

<sup>(91)</sup> Target 2017 = 8

<sup>(92)</sup> Previous indicator: 'Number of research recommendations taken up in MS, EU or international research programmes'.

### 3. COOPERATION AND EXPERTISE MANAGEMENT: BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY

Performance indicators		Baseline	Actual	Target by 2021 <sup>(83)</sup>			
			2017	2018	2019	2020	2021
	Number of Article 36 organisations applying for EFSA grants	Absolute number to be calculated in Q1 2018	Absolute number to be calculated in Q1 2018	Increase by 3 % each year against basic value			
Outcome: Building and sharing within the risk assessment community at individual level							
Increased common expertise pool coverage and availability index	Number of applicants (total and eligible) for panel renewals	Total: 1 150 applicants for 10 panels (2013-2015)  Eligible: 900 applicants for 10 panels (2013-2015)	Total: 1080 applicants for 10 panels 2017 call target: + 50 % Eligible: 985 applicants for 10 panels 2017 call target: + 20 %	Total: 2020 call: 10 % increase (1265)  Eligible 2020 call: 20 % increase (1080) Eligible 2021 call: 10 % increase			
	Balance of applicants (total and eligible) for panel renewals, in terms of age, gender & geography	Defined in the 2017 call	2017 call: Gender balance: men 55 %/women 45 % Age distribution: < 40 years: 23 % 40-55 years: 49 % > 55 years: 28 % Geography (EU): mid-western Europe: 88 % eastern Europe:12 %	2020 call: Gender balance: Men 50 %/Women 50 % Age distribution: < 40 years: 25 % 40-55 years: 50 % > 55 years: 25 % Geography (EU countries): mid-western Europe 80 %; eastern Europe 20 %			
	Elapsed 'time to hire' for working group experts	TBD in 2018 <sup>(93)</sup>	N/A	Measured compliance against threshold defined in 2018			
Panel and working group quality evaluated via the expert impact factor	Panel expert impact factor	TBD in 2018 <sup>(94)</sup>	N/A	Above minimum threshold for 2017 and 2020 calls TBD in 2018			
	Working group expert impact factor	TBD in 2018 <sup>(95)</sup>	N/A	Above minimum threshold for 2017-2020 TBD in 2018			

<sup>(93)</sup> In the context of the expertise management programme activities.

<sup>(94)</sup> In the context of the expertise management programme activities.

<sup>(95)</sup> In the context of the expertise management programme activities.

### 3. COOPERATION AND EXPERTISE MANAGEMENT: BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY

Performance indicators	Baseline	Actual	Target by 2021 <sup>(83)</sup>			
		2017	2018	2019	2020	2021
Outcome: Strengthened capacity using innovative ways						
Number of innovative approaches (crowdsourcing, cognitive computing, artificial intelligence) included in EFSA’s strategy implementation plan (original or revised) having been further developed in the different areas of EFSA’s work <sup>(96)</sup> (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in risk assessment) <sup>(97)</sup>	0	N/A	TBD in 2018 <sup>98</sup>			

**Table 26:** Key performance indicators — SO4 — medium- and long-term impact

### 4. PREPAREDNESS AND METHODS DEVELOPMENT: PREPARE FOR FUTURE RISK ASSESSMENT CHALLENGES

Performance indicators		Baseline	Actual	Target by 2021 <sup>(99)</sup>			
			2017	2018	2019	2020	2021
Intermediary impact: Increased effectiveness of preparedness and response							
Preparedness with data, methods and expertise to address a risk assessment question when received and mutually agreed	% of questions for which data, methods and expertise are readily available <sup>(100)</sup>	TBD in 2018	N/A	Increase TBD in 2018			
	% of questions (regular and urgent) delivered within the initially agreed timelines <sup>(101)</sup>	TBD in 2018	90 %	90 %	90 %	90 %	90%

<sup>(96)</sup> e.g. in scientific assessments (literature search, data collection, hazard/risk identification, risk characterisation, exposure assessment) or other processes (e.g. DoIs screening).

<sup>(97)</sup> Update of the indicator: 'Share of outputs produced using new types of capacity'.

<sup>(98)</sup> In the context of the definition of the innovation process of EFSA

<sup>(99)</sup> In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2021. They will be reviewed in the context of the environment scan exercise taking place in 2018, informing a possible readjustment of the strategic objectives and targets.

<sup>(100)</sup> Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office (PCO) activities during the discussion of the mandates feasibility.

<sup>(101)</sup> Initially agreed deadline vs updated deadline, only applicable for negotiated deadlines. Technical update of risk assessment workflow to allow measurement under discussion.

#### 4. PREPAREDNESS AND METHODS DEVELOPMENT: PREPARE FOR FUTURE RISK ASSESSMENT CHALLENGES

Performance indicators		Baseline	Actual	Target by 2021 <sup>(99)</sup>			
			2017	2018	2019	2020	2021
Intermediary impact: Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response							
Satisfaction via feedback surveys: positive and relative qualitative Improvement (with regard to follow-up actions)	Risk managers (EU/MS)	TBD in 2017 (From external evaluation survey)	2017 external evaluation survey result Q4 2017	Annual comparison			
	Stakeholders (general)	N/A		2019 comparison			
	MS, EU, international, non-EU-country organisations	TBD in 2017 (From external evaluation survey)	2017 external evaluation survey result Q4 2017	Annual comparison			
Use of EFSA's guidance (access, downloads, citations) <sup>(102)</sup>	Number of page visits (visibility)	TBD in Q2 2018 for 2017		3-5 % increase every year			
	Number of downloads (usage)						
	Number of citations (impact)						
Use of EFSA's methodologies (access, downloads, citations) <sup>(103)</sup>		Not measured yet, TBD in 2018	N/A	TBD in 2018			
Use of EFSA's tools (statistical models) (access, downloads, citations)		Number of registered users per model in the R4EU platform	To be calculated for 2017	each year 10 % increase compared with previous year			

<sup>(102)</sup> From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018.

<sup>(103)</sup> To be developed in 2018 within the context of the further development of the Knowledge Junction

#### 4. PREPAREDNESS AND METHODS DEVELOPMENT: PREPARE FOR FUTURE RISK ASSESSMENT CHALLENGES

Performance indicators	Baseline	Actual	Target by 2021 ( <sup>99</sup> )			
		2017	2018	2019	2020	2021
<b>Outcome:</b> Fostered use of new approaches and enhanced ability to anticipate and respond to risks						
Number of capabilities included in EFSA's strategy implementation plan (original or revised) <sup>104</sup> having been further developed (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in risk assessment) ( <sup>105</sup> )	0 in 2016	4	5	10	15	8
<b>Outcome:</b> Accessibility of EFSA methods and tools						
Number of methods and tools readily accessible for use by external users (available in online repositories and on platforms)	Software upload statistics from the Knowledge Junction. To be calculated in 2017		Each year 10 % increase compared to previous year			
<b>Outcome:</b> Harmonisation of risk assessment methodologies						
Increase in the use of cross-cutting guidance documents by EFSA panels <sup>106</sup>	Number of citations of cross-cutting guidance in <i>EFSA Journal</i>	TBD in 2017 for 2018-2020				
Use of 'compulsory' guidance documents by panels and working groups <sup>107</sup>	TBD in 2018 (compliance check on use of compulsory guidance)	100 %, to be measured in 2018				

<sup>(104)</sup> **Defined in 2017:** Plant health preparedness; Vector borne diseases and wild animal diseases; Trace-back, trace-forward methodologies; Anti-microbial resistance; Endocrine disruptors; Epigenetics; Chemical mixtures/Cumulative exposure assessment; Nanotechnology; Read-across; Human variability; Human biomonitoring; Developmental neurotoxicity testing strategy; Food borne viruses; Campylobacter from farm to fork; Predictive modelling for biological risks; Microorganisms as plant protection products; Microbiological criteria; Whole genome sequencing; Animal based indicators for animal welfare risk assessment; Environmental RA - Bee health; Environmental RA – landscape-based framework; Environmental RA – Spatially explicit ecotoxicology and fate & behaviour; Risk-based food inspections tools - risk ranking of biological and chemical hazards; Risk-based food inspections tools - development of surveys and surveillance schemes.

<sup>(105)</sup> **Update of the indicator:** 'Number and proportion of new approaches (self-tasks and internal mandates) moving from feasibility to piloting, endorsement of guidance documents, training, and application in risk assessments according to plan'.

<sup>(106)</sup> To be defined in the context of further developing the EFSA process architecture and specifically the "methodologies management" process.

<sup>(107)</sup> To be defined in the context of further developing the EFSA process architecture and specifically the "methodologies management" process.



**Table 27:** Key performance indicators — SO5 — medium- and long-term impact

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES							
Performance indicators	Description	Baseline	Actual	Target by 2021 <sup>(108)</sup>			
			2017	2018	2019	2020	2021
Intermediary impact: Sound operational performance							
Proportion of KPIs in programming documents reaching target	Intermediate impact:	Defined in 2017	71%	80 %			
	Outcome:	Defined in 2017	97%	90 %			
	Activity/output:	Defined in 2017	86%	95 % <sup>(109)</sup>			
Clean discharge (by the European Parliament) achieved	Discharge is granted	Yes	Yes	Yes	Yes	Yes	Yes
	Accounts are closed	Yes	Yes	Yes	Yes	Yes	Yes
	Observations are followed up within the prescribed deadlines	100 %	100 %	100 %	100 %	100 %	100 %
Intermediary Impact: Efficiency							
Improved ratio of effort (FTE) spent in operational vs support activities		2016 actual: 73.5:26.5	72:28	> 75:25 <sup>(110)</sup>			
Efficiency index in EFSA's activities	For mature <sup>(111)</sup> processes: improved index (ratio of output and quality/satisfaction vs input)	TBD in 2018	N/A	TBD in 2018 for 2018-2020			
	Process maturity index <sup>(112)</sup> : percentage of mature vs total processes	TBD in 2018	N/A				
		Projects: improved index (delivery on budget, on time, in scope or better)	85% TBC by the end 2017 <sup>(113)</sup>	85 %	87 %	89 %	90 %

<sup>(108)</sup> In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2021. They will be reviewed in the context of the environment scan exercise taking place in 2018, informing a possible readjustment of the strategic objectives and targets.

<sup>(109)</sup> Reduced as more realistic, from 100%

<sup>(110)</sup> To be reviewed in 2018

<sup>(111)</sup> Mature processes are those that have been defined and fully characterised in the EFSA process architecture (including with input/output relationships and clear efficiency targets/SLAs); mapping to be finalised by end-2017, measurement to start from 2018 onwards.

<sup>(112)</sup> Mapping to be finalised by end-2017, measurement to start from 2018 onwards.

<sup>(113)</sup> To be measured by end of 2017.

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES							
Performance indicators	Description	Baseline	Actual	Target by 2021 <sup>(108)</sup>			
			2017	2018	2019	2020	2021
Outcome: People and culture							
Staff engagement index via feedback survey (based on biannual survey – interagency framework) <sup>(114)</sup>	Total favourable/engagement (%)	63/76 (2015)	TBD end 2017	N/A	60/75	N/A	
	Organisational awareness/commitment <sup>(115)</sup>	TBD in 2017 (year end)	TBD in end 2017 for 2018-2020				
	Intention to stay (%)	45 (2013)	TBD end 2017 (target: 45-50)	N/A	50-55	N/A	
Management and leadership index	Management feedback survey (a) Line management; leadership	(a) 69 %; 46 %	(a) TBD end 2017 (target: ≥70 %; ≥55 %)	(a) 70 %; 60 %	(a) 70 %; 60 %		
	(b) Overall satisfaction	(b) 60 %	(b) TBD end 2017 (target: ≥60 %)	(b) 60 %	(b) 60 %		
	Occupancy rate (%) Statutory staff year average	95 %	97.7 <sup>(116)</sup> TBD end 2017 (target: > 95.5 %)	> 95.5 %	> 96 %		
	Competence management maturity level	TBD via: (a) feedback of participants in managers' development (MD) programme 2017 (b) EFSA's compliance with European skills/competences & occupations 2017	Increase in maturity level for 2018-2020 to be defined in 2018, based on feedback from first survey to be launched for managers who participate in the MD programme				
Outcome: Compliance <sup>(117)</sup>							
Compliance index (laws, regulations, decisions, standards, policies and	Number of non-compliant events; exception requests; respective financial impact	< 25; 90; EUR 150 000 (2015)	19; 62; EUR 102, 000	< 25; 90; EUR 150 000			

<sup>(114)</sup> Staff engagement survey to be launched in October; will provide results in Q1 2018.

<sup>(115)</sup> This indicator reflects the extent to which EFSA staff puts EFSA's values (scientific excellence, independence, openness, innovation and cooperation) into practice.

<sup>(116)</sup> Average Occupancy rate reported for the reporting period January – October 2017. The occupancy rate as of 31/10/2017, reached the 96.2%

<sup>(117)</sup> To be measure in the context of the new internal control standards framework (COSO).

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES							
Performance indicators	Description	Baseline	Actual	Target by 2021 <sup>(108)</sup>			
			2017	2018	2019	2020	2021
procedures applicable to EFSA)	Percentage of compliance with internal control standards	80 (2015)	85	90	95	95	
	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser)	0; 4 (2016)	2	0; < 5			
Outcome: Enabling work environment							
Innovative collaboration methods supported by world-class IT tools <sup>(118)</sup>	Percentage of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings) <sup>(119)</sup>	15 %	20 %	≥25 %			
	Ratio of internal to external email traffic (staff, experts, networks)	Total mail received annually (average): 5.2 million/total mail sent annually (average): 2.1 million, of which EFSA internal traffic: 2.0 million=95 % <sup>(120)</sup>	95 % internal email	Decrease by 50 % in 2018	TBD in 2018 for 2019-2020		
	Social collaboration platforms (staff, experts, networks) <sup>(121)</sup>	TBD in 2018	N/A	TBD in 2018			
Outcome: Capabilities							
Performance-based management maturity level		Between stages 2 and 3; TBC in 2018 following the adoption of the maturity model by the EU Agencies Network	Between stages 3 and 4; TBC in 2018 following the adoption of the maturity model by the EU Agencies Network				
World-class IT maturity level (PEMM model) <sup>(122)</sup>		TBD in 2017	1.7	1.9	2.0	2.1	

<sup>(118)</sup> The sub-indicator 'Physical meetings (staff)' is deleted.

<sup>(119)</sup> Update of the indicator: 'Ratio of physical meetings vs tele-meetings (experts & networks)'.

<sup>(120)</sup> Less than 5 % of all use of email by EFSA is for the purpose of communicating with its customers and suppliers outside EFSA premises.

<sup>(121)</sup> Pending decision on the platform.

<sup>(122)</sup> It was decided to opt for the PEMM instead of the COBIT model as the most appropriate for EFSA and as it can be applied eventually also to other processes.

**Table 28:** Key performance indicators — global impact

GLOBAL IMPACT: TRUST AND CONFIDENCE OF STAKEHOLDERS IN EFSA'S CONTRIBUTION TO THE PROTECTION OF PUBLIC HEALTH RELATED TO THE FOOD CHAIN	
Indicator	Description
Synthesis of feedback via surveys from stakeholders, and evaluation reports (by 2020)	This indicator measures the extent to which EFSA achieves a positive/improved image and an improved level of confidence and is recognised by stakeholders as a key actor in protecting public health related to the food chain

## Internal control framework indicators (COSO)

**Table 29:** Internal control framework indicators

COSO component	COSO principle	EFSA indicator	Baseline 2017	Target 2018
Control environment	EFSA demonstrates a commitment to integrity and ethical values	% of EFSA staff participating in mandatory training on ethics and integrity	100 %	100 %
		% of DOIs completed by EFSA staff in the reporting year	100 %	100 %
		% of experts with approved annual DOIs (aDOI) before first meeting invitation	100 %	100 %
	The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control	EFSA follows up on relevant conclusions and recommendations and reports back to the Management Board/Audit Committee for Assurance	Yes	Yes
	Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives	Complete the governance & accountability framework	Project on track	Project on track
	EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives	Expertise management programme, deliverable 1: programme benefits monitored	Programme benefits monitored	Programme benefits monitored
	EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives	Staff engagement survey: EFSA is accountable for its actions (%)	TBD (outcome from survey to be launched in November 2017)	TBD early 2018

COSO component	COSO principle	EFSA indicator	Baseline 2017	Target 2018
Risk assessment	EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives	Number of non-compliance events/financial, non-financial exceptions/respective impact	Less than 25	Less than 25/no more than 90/no more than EUR 150 000
		Number of 'critical' or 'very important' findings (ECA, IAS, external audit provider)	0, < 5	0, < 5 new findings
	EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed	Implementation of the action plans for addressing at least critical and very important risks	TBD	on track
	EFSA considers the potential for fraud in assessing risks to the achievement of objectives	EFSA has an up to date anti-fraud strategy (not older than 3 years)	At least once every three years	At least once every three years
	EFSA identifies and assesses changes that could significantly impact the internal control system	Process owners, project and programme managers identify and assess changes impacting internal control	Yes	Yes
Control activities	EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels	The assessment of the functioning of the internal control principles has been used as input for the mid-term PD review process	Yes	Yes
		Disaster recovery plans exist for all systems and are based on an up to date business impact analysis and regularly reviewed	Yes	Yes
		Business continuity implementation (business impact analysis/business continuity plan is in place, has been updated in case of major changes) in EFSA	Project on track	Project on track
	EFSA selects and develops general control activities over technology to support the achievement of objectives	Vulnerability tests have been performed with follow-up of results	[when; how often],TBD in 2018	[when; how often],TBD in 2018
	EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action	Procedure for exception reporting exists and is supported by proper guidance within the agency	Yes	Yes

COSO component	COSO principle	EFSA indicator	Baseline 2017	Target 2018
Information and communication	EFSA obtains or generates and uses relevant quality information to support the functioning of internal control	Indicators on information management will be reflected in the PD and monitored within the remit of science/IT/assurance governance council during the year and reported in the annual activity report	Yes	Yes
	EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control	Internal control indicators are incorporated into the PD and differentiated from performance indicators	Yes	Yes
	EFSA communicates with external parties about matters affecting the functioning of internal control	EFSA releases the annual activity report, which shall include a dedicated chapter on internal control compliant with the legal deadlines, and this is dispatched to the EU institutions and published on the website	Yes	Yes
Monitoring activities	EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning	The specific and continuous assessment exercises of the internal control components, as they are reported in the annual activity report, have been coordinated horizontally	Yes	Yes
	EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Management Board, as appropriate	The results of the continuous and specific assessment of the internal control components have been discussed with the assurance council and reported in the annual activity report	Yes	Yes



# Appendix D — Projects and process improvement initiatives per strategic objective

**Table 30a:** Projects and process improvement initiatives per strategic objective — timelines, allocated resources overview and interdependencies <sup>(123)</sup>

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
<b>SO1 impact — Increased satisfaction of stakeholders regarding EFSA outputs, process, and communication</b>													
<b>SO1 outcome — enhanced outreach of communication</b>													
1		<b>Evidence-based approach to risk communications</b>	385 000	0.8	1.1.2020	31.12.2020							
2		<b>Social media 2020 <sup>(124)</sup></b>	160 500	6.79	11.4.2017	31.12.2019							
<b>SO1 outcome — increased engagement of stakeholders in scientific activities</b>													
3		<b>Reputation management</b>	144 836	0.44	1.1.2016	31.12.2020							
4		<b>Stakeholders engagement <sup>(125)</sup></b>	209 863	13.49	28.7.2017	31.12.2020							
5		<b>Transparency and engagement in risk assessment — TERA <sup>(126)</sup></b>	270 000	2.33	18.11.2015	31.12.2020							

<sup>(123)</sup> In the footnotes of the relevant projects.

<sup>(124)</sup> Digital collaboration, stakeholders engagement approach, TERA.

<sup>(125)</sup> TERA, Matrix, digital collaboration.

<sup>(126)</sup> Talent management programme, information management programme, stakeholders engagement, Prometheus.

PROJECT NAME		BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
<b>SO1 outcome — Full availability of documentation relevant to EFSA scientific outputs</b>												
6	Matrix implementation phase <sup>(127)</sup>	3 520 267	9.53	9.11.2016	31.12.2020							
<b>SO2 impact — Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data</b>												
7	Information management programme	1 260 021	14.91	1.7.2014	31.12.2018							
<b>SO2 outcome — Improved access to data</b>												
8	EFSA open scientific advanced information and evidence hub project — Open ScAIE <sup>(128)</sup>	109 000	1.31	15.12.2015	31.12.2018							
9	Data DOI project <sup>(129)</sup>	210 000	2.56	22.2.2017	31.12.2018							
<b>SO2 outcome — Increased standardisation and interoperability of data</b>												
10	Support for national dietary surveys in compliance with the EU Menu methodology	603 000	3.3	18.5.2016	31.12.2020							
11	Provision of end-user scientific support to EFSA on FoodEx2: entrustment of tasks to Article 36 competent organisations	90 000	0.05	1.1.2018	31.12.2019							
12	Introduction of a framework for information access management in EFSA	216 677	1.69	28.10.2015	31.12.2018							
13	Framework partnership agreement on data quality	2 900 319	2.4	3.10.2017	31.12.2020							
14	Service catalogue for the DATA Unit (data collection service)	50 000	0.3	19.4.2016	31.12.2018							
<b>SO2 outcome — Wider data coverage</b>												
15	Standard Charter of the DATA Unit within the framework of the 'Set-up of sample-based veterinary drug residues data collection and compilation of first annual summary report based on sample-level data'	0	2.33	14.10.2014	31.12.2018							

<sup>(127)</sup> Information access management, Prometheus.

<sup>(128)</sup> Document management system, information governance, information access management.

<sup>(129)</sup> Information governance, information access management, Matrix.

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
<b>SO3 impact — Increased satisfaction of Member States and international stakeholders with regard to the building and sharing of risk assessment capacity and a knowledge community</b>													
16		Third Scientific Conference (2018)	975 000	4.42	16.3.2017	31.12.2018							
<b>SO3 impact — Increased efficiency at European and international level</b>													
17		Expertise management programme (EMP)	359 727	1.2	22.9.2015	31.12.2020							
<b>SO3 outcome — Building and sharing within the risk assessment community at individual level</b>													
18		Scientific risk assessment capacity building — training & teaching activities	123 915	4	27.9.2016	31.12.2020							
19		Training in systematic reviews or in specific steps of systematic reviews for EFSA risk assessment	330 000	0.31	15.7.2014	31.12.2019							
20		Training on expert knowledge elicitation	1 092 317	0.62	8.7.2014	31.12.2020							
21		Knowledge & innovation communities (KICs)	5 000	0.91	22.8.2017	31.12.2018							
<b>SO3 outcome — Building and sharing within the risk assessment community at organisational level</b>													
22		International scientific cooperation — implementation of the ISC work plan 2017-2020	1 643 665	24.26	4.4.2017	31.12.2020							
23		2017 interagency — including Euansa and EU bodies/institutions — scientific cooperation — IASC	0	1.04	22.11.2016	31.12.2020							
24		2017-2019 pre-accession project — preparatory measures for the participation of IPA beneficiaries in EFSA 2017-2019	320 000	2.55	8.10.2014	31.12.2019							
25		EU-FORA: fellowship programme	2 848 216	7.99	31.5.2016	31.12.2020							
26		Innovative approach for Article 36 networking and management of the list <sup>(130)</sup>	252 400	1.92	21.7.2016	31.12.2019							
<b>SO3 outcome — Strengthened capacity using innovative ways</b>													
27		Joining forces at EU level on the implementation of artificial intelligence	899 180	4.5	1.1.2018	31.12.2020							

<sup>(130)</sup> Focal points, advisory forum, thematic and partnering grants, CRM project.

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
28		Hackathon	149 863	0.75	1.1.2018	31.12.2020							
29		The use of machine learning techniques (MLT) for literature reviews and systematic reviews	0	0.47	15.3.2016	31.12.2018							
30		Crowdsourcing: engaging communities effectively in scientific assessment	200 000	1.87	11.11.2015	31.12.2019							
SO4 impact — Increased effectiveness of preparedness and response													
31	Preparedness	PLH preparedness to the risks of new plant pests	609 454	0.54	4.10.2017	31.12.2020							
32	Chemical RA	Implementation of the guidance on the establishment of residue definition for dietary risk assessment RAMPRO	150 000	0.87	11.4.2017	31.12.2020							
33	Environmental RA	Guidance on non-target terrestrial organisms	171 493	0.91	1.8.2017	31.12.2020							
34	Biological RA	PLH procurement on <i>Xylella</i> vectors	899 180	0.8	8.9.2017	31.12.2020							
35	RA methodology development — horizontal	Adjusting for threats to validity in individual studies	90 000	0.84	11.7.2017	31.12.2019							
36		Benchmark dose model (BMD)	35 000	0.24	30.5.2017	31.12.2018							
37	RA methodology development — sectoral	Development of risk assessment guidance for pesticides in the area of aquatic organisms	92 358	0.63	6.9.2016	31.12.2018							
38		Scientific opinion on the updated proposal for an aged soil adsorption guidance	50 000	0.34	10.5.2017	31.12.2018							
39		Pesticides in food for infants and young children	79 488	1.35	18.10.2016	31.12.2018							
40		Revision of the EFSA guidance on risk assessment for birds and mammals RAMPRO	147 298	1.33	23.5.2017	31.12.2019							
SO4 outcome — Fostered use of new approaches and enhanced ability to anticipate and respond to risks													
41	Preparedness	RAMPRO: risk assessment methodologies programme ( <sup>131</sup> )	0	9.52	16.6.2017	31.12.2020							
42		EFSA’s activities on emerging risks	1 810 000	4.86	31.10.2014	30.6.2020							

<sup>(131)</sup> Open ScAIe project.

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
43		Biohaz food-borne parasites	54 570	0.5	7.6.2017	31.12.2018							
44		Generation of occurrence data on zearalenone and its modified forms in food and feed	400 000	0.2	1.1.2019	31.12.2020							
45	Chemical RA	Implementation of cumulative risk assessment of pesticides (part 1)	0	2.8	1.7.2014	31.12.2018							
46		Implementation of cumulative risk assessment of pesticides (part 2)	1 479 044	5.2	18.10.2016	31.12.2020							
47		Data collection on endocrine activity for EATS via several projects	350 000	0.1	1.1.2018	31.12.2018							
48		Development of conversion model for recoding food commodities used in pesticide residues	10 000	0.2	1.1.2018	31.12.2018							
49		<i>In vitro</i> comparative metabolism	30 187	0.43	1.1.2018	31.12.2018							
50		Use and reporting of historical control data (HCD) for the carcinogenesis studies	30 817	0.86	1.1.2018	31.12.2019							
51		Proposal by the EFSA Panel on Genetically Modified Organisms (GMO) for a self-task activity to develop supplementary guidelines for the allergenicity assessment of GM plants to incorporate new developments	225 000	0.32	4.4.2017	31.12.2018							
52		Integrating new approaches in chemical risk assessment	0	1.75	18.11.2015	31.12.2020							
53	Environmental RA	Adjuvanticity/immunogenicity assessment of proteins	90 000	0.2	21.3.2017	31.12.2018							
54		EFSA guidance documents and preparatory activities for RA methodological updates	0	6.58	3.2.2015	31.12.2020							
55		EFSA guidance document for predicting environmental concentrations of active substances of plant protection products in soil	241 400	1.02	6.6.2017	31.12.2018							
56		EFSA guidance on completing risk assessment for active substances that have isomers	42 500	1.7	26.1.2017	31.12.2019							
57		Guidance document for the implementation of the hazard-based criteria to identify endocrine disruptors	253 000	3.85	8.11.2016	31.12.2018							
58		Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides	400 000	0.6	30.5.2017	31.12.2019							

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
59		QSAR dermal absorption: applicability of in silico tools for the prediction of dermal absorption for pesticides	250 000	0.4	3.5.2017	31.12.2018							
60		Repair action of the FOCUS surface water scenarios	87 000	0.95	20.12.2016	31.12.2019							
61		Guidelines for the monitoring of resistance evolution by corn borers to the insecticidal proteins expressed in lepidopteran-active Bt-maize events MON810, Bt11 and 1507	129 000	1	1.1.2018	31.12.2019							
62		PROC_NT Lepidoptera model	200 000	0.3	1.1.2018	31.12.2020							
63		MUST-B: EU efforts towards the development of a holistic approach for the risk assessment on multiple stressors in bees	1 637 454	6.08	28.2.2017	31.12.2020							
64	Biological RA	QPS self-task 2017-2019	81 000	1.8	16.11.2016	31.12.2019							
65		Arthropod vectors	1 818 702	3.2	1.1.2018	31.12.2020							
66		Data collection and analyses processes on animal disease outbreaks and surveillance	99 863	4.54	1.1.2018	31.12.2020							
67		Outsourcing on the application of WGS on viruses	200 000	0.6	1.1.2018	31.12.2019							
68		WGS umbrella <sup>(132)</sup>	217 650	4.15	25.7.2017	31.12.2019							
69	RA methodology development – horizontal	Specialised training courses on certain aspects of food safety RA	399 454	0.6	19.11.2015	31.12.2020							
70	RA methodology development – sectoral	Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods	0	0.23	22.6.2016	31.12.2018							
71		Guidance documents for the substantiation of health claims	76 772	2.4	12.4.2016	31.12.2020							
72		Feed additives: update of guidance documents produced by the Feedap Panel	209 000	4.83	13.11.2015	31.12.2018							

<sup>(132)</sup> Molecular typing project.

PROJECT NAME			BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
73		Workshop for the evaluation of phototoxicity and photomutagenicity	10 000	0.29	1.1.2018	31.12.2020							
74		Scientific opinion on the state of the science of pesticide risk assessment for bats	130 200	0.85	1.1.2018	31.12.2019							
SO4 outcome — Accessibility of EFSA methods and tools													
75	Preparedness	Risk assessment tools for the safety of global food and feed supply chains (FPA BfR)	1 009 000	1.95	2.12.2016	31.12.2019							
SO4 outcome — Harmonisation of risk assessment methodologies													
76	Preparedness	Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA)	0	0.17	26.1.2017	31.12.2018							
77	RA methodology development — horizontal	Prometheus: promoting methods for evidence use in science	30 000	2.05	29.10.2014	31.12.2018							
78		Guidance on how to characterise, document and explain uncertainties in risk assessment	100 000	1.56	25.11.2014	31.12.2018							
79		Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed	557 620	2.05	17.1.2017	31.12.2019							
80		Guidance on the use of the weight-of-evidence approach in scientific assessments	38 374	0.39	7.2.2017	31.12.2020							
81		Mixtox: developing harmonised methods for the risk assessment of combined exposure to multiple chemicals	162 000	1.72	13.1.2015	31.12.2019							
82		Scientific Committee guidance document review framework	35 000	0.15	5.8.2014	31.12.2018							
83		Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC)	305 297	0.95	10.5.2017	31.12.2020							
SO5 impact — Efficiency													
84		Virtualisation of SDWH and BWH	1 598 087	0	1.1.2018	31.12.2020							
SO5 outcome — Capabilities													
85		BIKE project	600 000	5	1.1.2018	31.12.2019							
86		Customer relationship management (CRM)	850 000	5.5	1.1.2018	31.12.2020							



	PROJECT NAME	BUDGET (EUR total)	FTEs (total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020
87	Strategic environment analysis	60 000	3.4	1.1.2018	31.12.2019							
SO5 outcome — People and Culture												
88	Talent management project	2 927 355	17.16	1.1.2014	31.12.2020							
89	EFSA Academy	219 727	2.2	1.1.2018	31.12.2020							
90	Strategic competencies analysis — SCA project	390 000	2.32	26.1.2017	31.12.2019							
SO5 outcome — Enabling working environment												
91	New world of work (NWOW) <sup>(133)</sup>	3 917 101	4.65	14.6.2017	31.12.2020							
92	Travel management model (TMM)	7 050	3.35	20.12.2016	31.12.2018							
93	Digital collaboration <sup>(134)</sup>	1 407 948	9.47	18.8.2017	31.12.2020							
SO5 outcome — Compliance												
94	Records and correspondence management project	45 000	2.53	15.12.2015	31.12.2018							
95	Business continuity implementation <sup>(135)</sup>	832 412	3.24	4.11.2014	31.12.2020							
96	Secure email	144 932	0.15	1.1.2018	31.12.2020							
97	Independence policy review	20 000	0.1	30.6.2015	31.12.2020							

<sup>(133)</sup> Business continuity and Web 2.0.

<sup>(134)</sup> TERA, stakeholder engagement approach, social media, NWOW, record management, information governance, expertise management programme.

<sup>(135)</sup> NWOW.

**Table 30b:** Projects and process improvement initiatives per SO — milestones 2018-2020 and benefits <sup>(136)</sup>

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
<b>SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment</b>					
1	<b>Evidence-based approach to risk communications</b>	Envisioning project	envisioning project	envisioning project	Create an evidence approach to risk communications and set priorities for EFSA and the Member States
2	<b>Social media 2020</b>	Introduction of a staff advocacy tool to support the amplification strategy. Staff advocacy tools facilitate sharing content on the main SoMe platforms and allow to gather insights on the results of the advocacy campaign	TBD		Enhanced outreach of communication and increase visibility and influence of EFSA's work
3	<b>Reputation management</b>	Implement recommendations from the first report (e.g. stakeholder mapping with external contractor).	2nd reputation barometer	3rd Reputation Barometer	Assess stakeholders trust in EFSA
4	<b>Stakeholders engagement</b>	1. Stakeholder registration; 106 organisations registered 2. Successful organisation of the 1st meeting of the Stakeholder Forum 3. Successful setting-up of the Stakeholder Bureau + first constitutional meeting 4. Launching of the Communicators Lab targeted engagement mechanism 5. Setting-up of several new Discussion Groups (Endocrine disruptors, Feed additives, Bee health)	1. Setting-up of the Questions Framing Discussion Group, the new targeted engagement mechanism 2. Integration of stakeholder engagement activities into the Digital Collaboration Platform 3. Stakeholder Forum meeting 4. Stakeholder Bureau meeting 5. Evaluation of the SEA implementation, regular 3-year review	1. Stakeholder satisfaction survey with 85 % of positive responses 2. Stakeholder Forum meeting 3. Stakeholder Bureau meeting	Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for Commission/MS risk managers and stakeholders) and the scientific assessment process and communication tools and mate
5	<b>Transparency and engagement in risk assessment — TERA</b>	1. Discussion Group on the definition of commercially sensitiveness of data is established. 2. Concept note on external peer-review endorsed and a pilot is carried out. 3. Decision available via flash summaries/abstract after the plenary meeting.	In line with transparency measures delivered by IMP and Prometheus	In line with transparency measures delivered by IMP and Prometheus.	Enhance EFSA transparency and openness

<sup>(136)</sup> The numbers in the first column refer to the project numbers in Table 30a.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
6	<b>Matrix implementation phase</b>	Go-live for PRAS, GMO and FEED (Dossier structure and e-submission, Workflows, Communication) Discussion group with Stakeholders on Open Dossier Data kicked off	Pilot for FIP and NUTRI (Dossier structure and e-submission, Workflows, Communication) Agreement on Open Dossier Data rules	Go-live for FIP and NUTRI (Dossier structure and e-submission, Workflows, Communication) Publication of Open Dossier Data	Reduced effort for correspondence/communication with applicants, increased quality of submitted dossiers, increased transparency during the risk assessment process, improved monitoring and management of the applications, increased customer satisfaction
<b>SO2 – Widen EFSA's evidence base and optimise access to its data</b>					
7	<b>Information management programme (IMP)</b>	Programme management office for IMP projects: Data DOI, Matrix, Article 36, IAM, Open ScAIE, WGS Feasibility Study, BIKE, CRM, NWOW, Digital Collaboration, Virtualisation of SDWH and DATA management Change Management for major transformational projects in place	Programme management office for IMP projects: Data DOI, Matrix, WGS Feasibility Study, BIKE, Article 36, CRM, Digital Collaboration, Virtualisation of SDWH and DATA management Change Management for major transformational projects in place	Programme management office for IMP projects: Data DOI, Matrix, WGS, BIKE, CRM, NWOW, Virtualisation of SDWH & DATA management, Linked <i>EFSA Journal</i> , Crowdsourcing Change Management for major transformational projects in place	'Increase quality, accessibility, traceability, visibility and interoperability of EFSA Information. Introduce governance, automation, innovation and efficiencies in handling EFSA information. Ensure Information Privacy and Security and reduce legal risks. Increase reuse of corporate Information and knowledge. Decreased costs for IT Solutions handling EFSA information'
8	<b>EFSA open scientific advanced information and evidence hub project – Open ScAIE</b>	Open EFSA API Portal in place			Open Single point of access for the deposition of information relevant for food and feed safety risk assessment. Reduction in requests coming from the external parties to access documentation. Use of latest linked data technology to allow scientists to retrieve relevant evidence from multiple resources. All resources and evidence used in risk assessment are linked to DOI and metadata
9	<b>Data DOI project</b>	Technical report addressing the requirements for the publication of MS datasets from EU monitoring programmes and other EU coordinated data collections Data DOI process and tool in place			Availability of structured metadata for all data used and produced by EFSA. Easier retrieval, traceability and reuse of data underpinning EFSA's Scientific opinions. Increased transparency on data used or produced by EFSA Scientific Assessments for the public. Enhancement of EU Open Data Portal

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
		Metadata standard for collected DATA agreed and populated Interface between EFSA and EU Open Data and IPCHEM Portal in place			and IPCHEM by transferring metadata from EFSA data collections. Increased interoperability by having datasets described via open standard API <sup>(137)</sup>
10	<b>Support for national dietary surveys in compliance with the EU Menu methodology</b>	A sort of annual progress report 6 intermediate reports 6 final scientific reports 6 national individual food-consumption data	A sort of annual progress report 4 intermediate reports 10 final scientific reports 10 national individual food-consumption data	1 final scientific report 1 national individual food-consumption data	A long term objective of EFSA is the acquisition of a harmonised pan-European food-consumption database within the framework of the EU Menu process 'What's on the Menu in Europe?' (EU Menu).
11	<b>Provision of end-user scientific support to EFSA on FoodEx2: entrustment of tasks to Article 36 competent organisations</b>	envisioning project	envisioning project	envisioning project	Improve the comparability of Data at EFSA level
12	<b>Introduction of a framework for information access management in EFSA</b>	Centralised Identity Management processes in place Master DATA Management for corporate Business Information in place Cloud Security measures in place			Development of a centralised framework for information access management of EFSA Information
13	<b>Framework partnership agreement on data quality</b>	1. Data quality measures to quantify the level of quality in the area of zoonoses, pesticide residues, veterinary medicinal product residues and contaminants, 2. Final report by the 5 pilot countries to evaluate the initiative of strategic founding of Member States by pilot countries; 3. Discussion and decision in EFSA and with Advisory Forum whether to continue the initiative extending it to the remaining countries	Depending on decision in 2018 extend the Framework Partnership agreement to all countries	Depending on decision in 2018 extend the Framework Partnership agreement to all countries	Deliver a tangible improvement of the data collection process both in terms of data quality and national governance.

<sup>(137)</sup> E.g. DCAT-AP standard.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
14	<b>Service catalogue for the DATA Unit (data collection service)</b>	1. Implement in the EFSA service Management Platform the Evidence Management Unit service catalogue			Strengthen the service management within the Evidence Management (DATA) unit
15	<b>Standard Charter of the DATA Unit within the framework of the 'Set-up of sample-based veterinary drug residues data collection and compilation of first annual summary report based on sample-level data'</b>	January: data collection open until 30.6.2018. Draft national reports available by end of August in microstrategy.			Develop a data collection system allowing direct data submission by the Member States.
<b>SO3 — Build the EU's scientific assessment capacity and knowledge community</b>					
16	<b>Third Scientific Conference (2018)</b>	Week 15-18 January: launch of registrations, opening of call for abstracts for poster presentation and kick-off of promotion campaign to encourage participation. 30.3.2018: closing of call for abstracts for poster presentation 30.6.2018 (by): launch of event app 18-21.9.2018: Conference	30.6.2019 (by): publication and dissemination of the <i>EFSA Journal</i> Special Issue (reporting on event outcome)		Enhance EFSA's reputation and build trust.
17	<b>Expertise management programme (EMP)</b>	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, declaration of interest solution, travel management model.	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, declaration of interest solution, travel management model.	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, declaration of interest solution, travel management model.	Enhancing talents as EFSA's key asset in delivering safer food for European citizens. Ensuring the sustainability of future cooperation with external experts. Streamlining 'talent management' procedures and improving productivity with the support of best-of-breed technology.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
18	<b>Scientific risk assessment capacity building – training &amp; teaching activities</b>	Info sessions, visiting students and summer workshops with academia across Europe on food RA topics BTSF training partnership Guest scientists scheme Technical training workshops and expert missions funded by Commission Explore relevant research project via external funding	Info sessions, visiting students and summer workshops with academia across Europe on food RA topics BTSF training partnership Guest scientists scheme Technical training workshops and expert missions funded by Commission Explore relevant research project via external funding and implement identified opportunities	Info sessions, visiting students and summer workshops with academia across Europe on food RA topics BTSF training partnership Guest scientists scheme Technical training workshops and expert missions funded by Commission Explore relevant research project via external funding and implement identified opportunities	Building and sharing within the risk assessment community at individual level
19	<b>Training in systematic reviews or in specific steps of systematic reviews for EFSA risk assessment</b>	Training sessions for EFSA staff and experts in systematic reviews or specific aspects of systematic reviews			To contribute to develop in-house capacity to perform and appraise systematic review (SR) in food and feed safety assessments in support of decision-making.
20	<b>Training on expert knowledge elicitation</b>	Training sessions for EFSA staff and experts on Expert Knowledge Elicitation	(E-)Training sessions for EFSA staff and experts on Expert Knowledge Elicitation	(E-)Training sessions for EFSA staff and experts on Expert Knowledge Elicitation	Ensure understanding of the methodology
21	<b>Knowledge &amp; innovation communities (KICs)</b>	<ul style="list-style-type: none"> <li>Consolidating the pilot KICs established in 2017 through regular meetings of the KICs in 2018.</li> <li>Support the development of scientific programmes for scientific workshops and/or scientific events in 2018 falling within the remit of each pilot KIC.</li> <li>Evaluate the pilot phase in Q4/2018.</li> </ul>	N/A at this stage.	N/A at this stage.	Capitalise on the expertise of EFSA staff members (and experts) and to facilitate knowledge transfer, thereby bringing additional harmonisation to the way the authority works and deliver risk assessments at EFSA. To boost innovation, creativity and free thinking among the KIC participants.
22	<b>International scientific cooperation – implementation of the ISC work plan 2017-2020</b>	<ul style="list-style-type: none"> <li>Support for the Commission within the framework of Codex Alimentarius and its Committees</li> <li>Participation in multilateral collaborations with international organisations and liaison groups</li> <li>Sharing of data, information and expertise with non-EU countries in support of risk assessment &amp; risk</li> </ul>	<ul style="list-style-type: none"> <li>Support for the Commission within the framework of Codex Alimentarius and its Committees</li> <li>Participation in multilateral collaborations with international organisations and liaison groups</li> <li>Sharing of data, information and expertise with non-EU countries in support of risk assessment &amp; risk</li> </ul>	<ul style="list-style-type: none"> <li>Support for the Commission within the framework of Codex Alimentarius and its Committees</li> <li>Participation in multilateral collaborations with international organisations and liaison groups</li> <li>Sharing of data, information and expertise with non-EU countries in support of risk assessment &amp; risk</li> </ul>	Building and sharing within the risk assessment community at organisational level

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
		communication	communication	communication	
23	<b>2017 interagency – including Euansa and EU bodies/institutions – scientific cooperation – IASC</b>	Implement the new cooperation approach with ECHA; renew the MoU with ECHA; piloting staff exchange with ECHA and Joint procurements in business areas; Feb HoA meeting: meeting BU with ENVI agencies to expand this approach	lessons learnt from piloting ECHA new cooperation approach and possibly expanding in more areas of mutual interest; implement new cooperation approaches with all ENVI agencies, possibly renewal of MoUs	stock taking and identify 2020 cooperation activities with ENVI agencies	Building and sharing within the risk assessment community at organisational level
24	<b>2017-2019 pre-accession project – preparatory measures for the participation of IPA beneficiaries in EFSA 2017-2019</b>	Updated contract signed	Follow-up actions		Increased scientific cooperation and networking activities among IPA countries, Member States and EFSA, especially on topics of mutual concern and during food safety crises.
25	<b>EU-FORA: fellowship programme</b>	Manage first cohort 2017-2018 Prepare second cohort 2018-2019	Manage second cohort 2018-2019 Prepare third cohort 2019-2020	Manage third cohort 2019-2020 Prepare fourth cohort 2020-2021	Building RA capacity and knowledge community through cooperation. Creating the next generation of food risk assessors across Europe. Increasing preparedness for future challenges. Harmonising risk assessment methodologies across Europe. Intensifying cooperation, partnering and networking between MS food risk organisations and with EFSA and share resources. Increase visibility, reputation, employer branding and scientific leadership of EFSA.
26	<b>Innovative approach for Article 36 networking and management of the list</b>	New procedures for managing the List of Competent Organisations under Article 36 Established new IT tool to support managing the List of and networking between Competent Organisations Organised Inter-regional Training Workshops to train MS on the new procedures & tool and foster a mentoring & partnerships approach in MS	Go-live of new solution to support managing the List of and networking between Competent Organisations MS assessed designated their organisations for the List to EFSA MB-Decision on updating the List Published updated List of Competent Organisations under Article 36 New Search Tool for networking between Competent Organisations available	N/A at this stage.	Strengthen European networking and collaboration among competent organisations and with EFSA.



#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
27	<b>Joining forces at EU level on the implementation of artificial intelligence</b>	Envisioning	Envisioning	Envisioning	Build further on experience obtained by the machine learning feasibility studies (AMU) in order to come to an implementation of Artificial Intelligence approaches at EFSA level while exploring possible collaboration, sharing of experience and joint funding with other agencies and Commission.
28	<b>Hackathon</b>	Envisioning	Envisioning	Envisioning	Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission.
29	<b>The use of machine learning techniques (MLT) for literature reviews and systematic reviews</b>	Final report including SWOT analysis and recommendations for the application of the selected Machine Learning Techniques (MLTs) in EFSA scientific assessment			The implementation of MLT techniques in the generation of literature reviews and systematic reviews in EFSA in combination with specialised expertise will in turn contribute to achieve scientific excellence and enhance quality, credibility and trust among stakeholders and citizens.
30	<b>Crowdsourcing: engaging communities effectively in scientific assessment</b>	Final report on opportunities and threats in using crowdsourcing in EFSA activities based on pilot testing results on the competitive crowdsourcing	Final report on opportunities and threats in using collaborative crowdsourcing in EFSA activities based on pilot testing results		Wider data coverage. Increased engagement of stakeholders in scientific activities. Fostered use of new approaches. Enhanced ability to anticipate and respond to risks
<b>SO4 — Prepare for future risk assessment challenges</b>					
31	<b>PLH preparedness to the risks of new plant pests</b>	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with G&P plan	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with G&P plan	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with G&P plan	Support for MS in transboundary new plant pests outbreak
32	<b>Implementation of the guidance on the establishment of residue definition for dietary risk assessment RAMPRO</b>	Three interim reports related with the Objectives 3,4 and 5 May, October and December)	Final external scientific report (January)		Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data
33	<b>Guidance on non-target terrestrial organisms</b>	Envisioning	Envisioning	Envisioning	Develop guidance on pesticide risk assessment for non-target plants based on the Scientific Opinion of the PPR panel on the state of the science behind the pesticide risk assessment for non-target plants

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
34	<b>PLH procurement on <i>Xylella</i> vectors</b>	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on <i>Xylella</i> in accordance with the G&P plan	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on <i>Xylella</i> in accordance with the G&P plan	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on <i>Xylella</i> in accordance with the G&P plan	Increasing collaboration with EU researchers working on <i>Xylella</i> , EU risk managers
35	<b>Adjusting for threats to validity in individual studies</b>	September 2018: tender launch	January 2019: contract signature	July 2020: final report delivery	Increase the quality of EFSA's scientific assessments by adjusting for threats to validity the studies considered in step II (i.e. validate/appraise) of the process for evidence use, which, in turn, will allow to fully exploit the information provided in such studies.
36	<b>Benchmark dose model (BMD)</b>	Delivery of a new model averaging strategy for continuous response to be implemented in the web app in R4EU			Facilitate the use of the BMD approach in risk assessment by EFSA experts and partners.
37	<b>Development of risk assessment guidance for pesticides in the area of aquatic organisms</b>	Adoption of the opinion on TK/TD			Increased preparedness for future risk assessment
38	<b>Scientific opinion on the updated proposal for an aged soil adsorption guidance</b>	Adopt SO by July 2018			Fostered use of new approaches and enhanced ability to anticipate and respond to risks
39	<b>Pesticides in food for infants and young children</b>	Scientific opinion to be adopted by June 2018			The objective is the preparation of an Opinion of the PPR Panel on pesticides in foods for infants and children
40	<b>Revision of the EFSA guidance on risk assessment for birds and mammals RAMPRO</b>		Revision of Guidance Document on 'Risk assessment for Birds and Mammals'		The purpose of the revision the EFSA guidance document, 'Risk assessment for Birds and Mammals', is to update and improve the current guidance document taking account of the new legislative framework and the recent scientific research and developments. In order to provide a useable updated guidance document it will be first necessary to develop specific protection goals for birds and mammals.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
41	<b>RAMPRO: risk assessment methodologies programme</b>	Coordinate the projects: <sup>(138)</sup> 37, 39, 51, 54, 56, 97 Mapping, development and dissemination of: 77, 78, 80, 82	Coordinate the projects: 32, 33, 40, 51, 57,78	Coordinate the projects: 35 51, 61, 62, 82	Harmonisation of risk assessment methodologies. Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response.
42	<b>EFSA's activities on emerging risks</b>	REACH 2: External Scientific Report (EFSA-Q-2017-00380, Final report on applying a tested procedure for the identification of potential emerging chemical risks in the food chain to substances registered under REACH) and a database. Aquarius: External Scientific Report in 2018 (EFSA-Q-2017-00381, Aquarius: Report on vulnerabilities and drivers of change for emerging risks in the aquaculture). Demeter: Emerging Risk Knowledge Exchange Platform concept note. Ciguatera: Yearly report	Aquarius: External Scientific Report in 2019 (EFSA-Q-2017-00382, Aquarius: Final report on tasks 1 – 8 including analysis on monitoring results from indicators) Demeter: Interim Report: External scientific report (EFSA-Q-2017-00383, Demeter (Thematic grant): Intermediate report on Work Package 1, deadline for approval 28.2.2019) Ciguatera: Yearly report	Demeter: Final Report: External scientific report (EFSA-Q-2017-00668, Demeter (Thematic grant): Final report, deadline 30.6.2020)  Ciguatera: Final report	The outcome of these activities allows EFSA to prepare (Strategic Objective 4) for future risk assessment challenges and supports collaboration with other research and risk assessment bodies at a European level.
43	<b>Biohaz food-borne parasites</b>	1. Adoption of the scientific opinion on public health risks associated with food-borne parasites — Oct, 2018 2. Publication of the scientific opinion on public health risks associated with food-borne parasites — Nov.-Dec. 2018			EFSA shall review the available methodologies for the detection, characterisation and tracing of selected foodborne parasites ( <i>Echinococcus</i> spp., <i>Toxoplasma gondii</i> , and <i>Cryptosporidium</i> spp.), determine the relative importance of foodborne pathways, examine currently available information on the occurrence and survival of the selected parasites in food, and evaluate possible control measures from farm to consumption. EFSA's Biohaz Panel shall issue a scientific.
44	<b>Generation of occurrence data on zearalenone and its modified forms in</b>	On hold waiting for the prioritisation of the project in 2018	on hold waiting for the prioritisation of the project in 2018	on hold waiting for the prioritisation of the project in 2018	Collect data regarding the occurrence of zearalenone and its modified forms in Europe to enable refinement of the risk assessment.

<sup>(138)</sup> Numbers refer to this list.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
	food and feed				
45	<b>Implementation of cumulative risk assessment of pesticides (part 1)</b>	<p>1 EFSA Scientific Report on the cumulative exposure assessment to pesticides residues regarding 2 chronic effects on the thyroid</p> <p>1 EFSA Scientific Report on the cumulative exposure assessment to pesticides residues regarding 2 acute effects on the nervous system</p>	<p>7 Scientific reports of EFSA:</p> <ul style="list-style-type: none"> <li>• Establishment of CAGs of pesticides regarding their combined effects on the nervous system</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the thyroid</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the liver (28/02/2018)</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the adrenals</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the eyes</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the</li> <li>• Establishment of CAGs of pesticides regarding their combined effects on the development</li> </ul>		Implementation of cumulative risk assessment of pesticides.
46	<b>Implementation of cumulative risk assessment of pesticides (part 2)</b>	N/A	N/A	One technical scientific report	The dietary risk assessment, which is currently considering each pesticide in isolation, will be consolidated through this project by the analysis of their combined effects
47	<b>Data collection on endocrine activity for EATS via several projects</b>	envisioning	envisioning	envisioning	Implementation of the Commission criteria on the endocrine properties and consequently the ED guidance that may start in 2018
48	<b>Development of conversion model for recoding food commodities used in pesticide residues</b>	envisioning	envisioning	envisioning	Increase efficiency in a number of standard activities through the development of a tool

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
49	<b>In vitro comparative metabolism</b>	Workshop	Finalisation of the EFSA guidance		It will also increase EFSA's international collaboration with FAO/WHO on projects sharing EU pesticide monitoring data.
50	<b>Use and reporting of historical control data (HCD) for the carcinogenesis studies</b>	Workshop and initialisation of a working group for the development of an EFSA guidance	Finalisation of the EFSA guidance		The workshop and the guidance will provide a common understanding on how historical control data should be used and presented during the pesticide authorisation process. Although this is an immediate need for the pesticide peer-review process, the use of HCD for the interpretation of carcinogenesis studies is of general interest. This is because, independently of the test substance, carcinogenesis studies will be conducted following the same standard protocol
51	<b>Proposal by the EFSA Panel on Genetically Modified Organisms (GMO) for a self-task activity to develop supplementary guidelines for the allergenicity assessment of GM plants to incorporate new developments</b>	Jan: call launched May: signature of contract	Quarter 4: reception of final report	Quarter 1: payment and closure of contract	The guidelines will be used by applicants to compile dossiers for evaluation by EFSA. Data production where the laboratory(ies) involved will test different proteins for their susceptibility to digestion using the condition principles described in the supplementary guidance document to be adopted in May 2017.
52	<b>Integrating new approaches in chemical risk assessment</b>	1. Finalised report on Integrating toxicokinetics in chemical risk assessment: application to human, animal and environmental risk assessment. 2. Finalised External report for publication Modelling population dynamics of aquatic and terrestrial organisms using Dynamic Energy Budget (DEB) Models: Application to the risk assessment of chemical mixtures. 3. Interim report and database on Integrated methodologies for	1. Finalised report on Data collection of human variability in major metabolic and toxicokinetic processes and modelling using Bayesian meta-analysis. 2. Finalised report on Data collection of human variability in toxicodynamic processes and modelling using Bayesian meta-analysis. 3. Finalised report on Integration of human variability in TK and TD processes from meta-analysis, physiological modelling and isoform-specific	1. Finalised report on Open source web-based tool for the integration of human variability in toxicokinetics and toxicodynamics in chemical risk assessment. 2. Presentation of the final outputs to SC	Increase the use of cross-cutting guidance. Increase of the number of methods, tools made accessible to external users. Increased satisfaction of MS (Advisory Forum) partners, of International partners and individual (experts) partners regarding the building and sharing of EU scientific assessment capacity & knowledge community at organisational and individual level.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
		the risk assessment of mycotoxin mixtures in food and feed.	data and TK parameters for risk assessment of Q4 2019 single and multiple chemicals. 4. Final report and database on Integrated methodologies for the risk assessment of mycotoxin mixtures in food and feed		
53	<b>Adjuvanticity/immunogenicity assessment of proteins</b>	Quarter 4: reception of final report	Quarter 1: Payment and closure of project		To produce a knowledge tool for the EFSA GMO Panel to define a strategy for the assessment of for immunogenicity/adjuvanticity of proteins in general and of Cry proteins in particular for the risk assessment of GM plant applications (contrasting evidence on adjuvanticity/immunogenicity of Cry proteins is available). To provide an enhanced frame of the specific needs included in the recommendations section of the EFSA GMO Panel scientific opinions on applications and streamline the additional information applicants will need to provide under specific circumstances. Current scientific contrasting opinions among Panel members on this specific topic will remain unsolved if this project is stopped, which will impact on the efficiency of the Applications Food/Feed Working Group and consequently on that of the EFSA GMO Panel (quantity and quality of the work produced).
54	<b>EFSA guidance documents and preparatory activities for RA methodological updates</b>	2Q 2018: adoption of the guidance			Fostered use of new approaches and enhanced ability to anticipate and respond to risks
55	<b>EFSA guidance document for predicting environmental concentrations of</b>	December 2018: Finalise and publish.  EFSA software tool for predicting environmental	Provide info session to stakeholders on use of EFSA GD and supporting software tool		Provide MS with an easy to use Guidance Document to facilitate the use of the proposed guidance and methodology for the evaluation of plant protection products according to

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
	<b>active substances of plant protection products in soil</b>	concentrations in soil in support of EFSA GD			Regulation (EC) No 1107/2009.
56	<b>EFSA guidance on completing risk assessment for active substances that have isomers</b>	December 2018: Launch public consultation on draft guidance	July 2019: Finalise and publish guidance and supporting technical stakeholder report		The purpose of this 'EFSA guidance document on isomer assessment' is to provide practical guidance for applicants, Member State competent authorities and EFSA when preparing their evaluations of substances under regulations No (EC) 1107/2009 (4) concerning the placing of plant protection products on the market and (EC) 396/2005 on maximum residue levels of pesticides in or on food and feed of plant and animal origin
57	<b>Guidance document for the implementation of the hazard-based criteria to identify endocrine disruptors</b>	Guidance document finalisation			Guidance for applicants, MS and EFSA will facilitate the implementation of the criteria
58	<b>Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides</b>	Finalisation of the external report on literature review on <i>in vitro</i> alternative neurotoxicity testing methods. Kick off meeting for the procurement on	Final report for the procurement on Implementation and interpretation of <i>in vitro</i> testing battery for the assessment of developmental neurotoxicity		Prepare for future risk assessment challenges
59	<b>QSAR dermal absorption: applicability of in silico tools for the prediction of dermal absorption for pesticides</b>	An interim report (March) and a final external scientific report (June)			Increased number of conclusions having used the tools resulting from this project.
60	<b>Repair action of the FOCUS surface water scenarios</b>	July 2018: Launch public consultation of draft EFSA scientific report	July 2018: Finalise and EFSA scientific report and supporting technical stakeholder report		Support the evaluation of substances under regulation (EC) 1107/2009 (5) concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
61	<b>Guidelines for the monitoring of resistance evolution by corn borers to the insecticidal proteins expressed in lepidopteran-active Bt-maize events MON810, Bt11 and 1507</b>		Public consultation	Finalisation EFSA Guidance	Harmonisation of the data collection
62	<b>PROC_NT Lepidoptera model</b>	Launch of the call and contract signature	Expert workshop elicitation		More realistic and robust predictions of the risks to NT Lepidoptera, and support regulatory decision-making and the implementation of proportionate risk mitigation measures at EU/national/regional/local level.
63	<b>MUST-B: EU efforts towards the development of a holistic approach for the risk assessment on multiple stressors in bees</b>	1a. Report progress on the development of the formal Apis-RAM* <sup>(139)</sup> model; 1b. Finalisation of GIS databases for Apis-RAM* model. 2a. Kick off meeting for the field data collection (FDC)** <sup>(140)</sup> 2b. Sites selection in EU for FDC** 2c. Report progress of database and field/lab forms for FDC <sup>133</sup> 2d. Rearing sister queens and start of the honey bee colonies for FDC <sup>133</sup> 2e. Finalisation of field protocols for FDC <sup>133</sup> 2f. EFSA DCF testing for FDC <sup>133</sup> 3a. Two stakeholders bee discussion group meetings; 3b. Terms of references of the EU Bee Partnership presented at EP Bee Week Event; 3c. Establishment of EU Bee Partnership TBC	1a. Report progress on the development of the formal Apis-RAM <sup>132</sup> model; 1b. Report on the development of the Endnote Library documenting the formal model for Apis-RAM <sup>132</sup> ; 1c. Delivery of prototype R package for Apis-RAM <sup>132</sup> model; 1d. Report progress on the development of the computer programme for Apis-RAM <sup>132</sup> . 1e. Production of GIS maps for Apis-RAM <sup>132</sup> . 2a. Final report on field/lab forms 2b. Final Database for agricultural practices and land use, cover and structure; 2c. Report progress on results for 1st year data collection for FDC <sup>133</sup> . 3. EU Bee Partnership 1st year (meetings TBC)	1a. Report progress on the development of the formal Apis-RAM <sup>132</sup> model; 1b. Final report on the Computer programme for Apis-RAM <sup>132</sup> . 1c. Report progress on the development of the regulatory model. 2a. Finalisation of the Final EFSA DCF for Data collation and reporting. 2b. Report progress on results for 2nd year data collection for FDC <sup>133</sup> 3. EU Bee Partnership 2nd year (meetings TBC).	Develop a new and integrated risk assessment methodology that is more representative of the real environmental conditions in which the honey bee colonies live (i.e. bees operate at the landscape level and are affected by multiple stressors).

<sup>(139)</sup> Apis-RAM: a mechanistic model to assess risks to honey bee colonies from exposure to pesticides under different scenarios of combined stressors and factors.

<sup>(140)</sup> FDC: research project on field data collection for honey bee colony model evaluation.



#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
64	<b>QPS self-task 2017-2019</b>	1. Adoption of the Panel statement on QPS part 8 — June 2018 2. Publication of the Panel statement on QPS part 8 — July 2018 3. Adoption of the Panel statement on QPS — part 9 — Dec. 2017	1. Publication of the Panel statement on QPS part 8 — Dec 2018 2. Adoption of the Panel statement on QPS part 10 — June 2019 3. Publication of the Panel statement on QPS part 10 — July 2019 4. Adoption of the Panel statement on QPS — part 11 — Dec. 2017 6. Adoption of the Scientific opinion on QPS for 2017-2019 period — Dec. 2019	1. Publication of the Panel statement on QPS part 11 — Jan. 2020 2. Publication of the Scientific opinion on QPS for 2017-2019 period — Jan. 2020 3. Adoption of the Panel statement on QPS part 12 — June 2020 4. Publication of the Panel statement on QPS part 12 — July 2020 5. Adoption of the Panel statement on QPS — part 13 — Dec. 2020	To update the list of QPS recommended organisms following the recommendation by EFSA's Scientific Committee in 2007. To deliver a Scientific Opinion on the update of the list of QPS biological agents intentionally added to food or feed as notified to EFSA in the context of a technical dossier.
65	<b>Arthropod vectors</b>	Data collection on the abundance of the most relevant arthropod vector species	Data collection on the abundance of the most relevant arthropod vector species	Data collection on the abundance of the most relevant arthropod vector species	EU preparedness to prevent and control human and animal vector-borne diseases to enter and spread in the EU.
66	<b>Data collection and analyses processes on animal disease outbreaks and surveillance</b>	Data collection for Art31 mandates on disease outbreaks and surveillance	Data collection for Art31 mandates on disease outbreaks and surveillance	Data collection for Art31 mandates on disease outbreaks and surveillance	Change its involvement in analysis of animal diseases from an on-demand (based on ad hoc mandates) towards a coordinating role ensuring cooperation with MS.
67	<b>Outsourcing on the application of WGS on viruses</b>	1. Launch and contracting of the WGS outsourcing	1. Delivery of the external scientific report — Dec.2019.	1. Publication of the external scientific report — Jan.-Feb. 2020.	Provide ready-to-use examples — included in the external report — for different public health applications (e.g. surveillance, outbreak investigation).
68	<b>WGS umbrella</b>	1. WGS Data analysed — Dec. 2018 2. Internal report on the pilot capacity building WGS studies performed — October 2018 3. Approval of the self-task mandate	1. Approval of the Technical report /April 2019 2. Publication of the Technical report — May 2019 3. Adoption of the scientific opinion on WGS 4. Publication of the scientific opinion on WGS		Creation of a centralised microbial WGS database based on the use of common experimental protocols to better predict the outcome of pathogen–host interactions.
69	<b>Specialised training courses on certain aspects of food safety RA</b>	To deliver training sessions, webinars, etc. in line with EFSA's needs for the timely implementation of crosscutting guidance documents.	To deliver training sessions, webinars, etc. in line with EFSA's needs for the timely implementation of crosscutting guidance documents.	To deliver training sessions, webinars, etc. in line with EFSA's needs for the timely implementation of crosscutting guidance documents.	Enhance implementation of EFSA guidance documents and methodologies within EFSA scientific RA.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
70	<b>Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods</b>	1Q 2018: public consultation 2Q: adoption of the guidance			Support the application for the authorisation of nutritional substances intended to be included in Directive 2002/46/EC on food supplements, and Regulation (EC) No 1925/2006 on the addition of vitamins and minerals and of certain other substances to foods
71	<b>Guidance documents for the substantiation of health claims</b>	Public consultation Q2/3			Fostered use of new approaches and enhanced ability to anticipate and respond to risks
72	<b>Feed additives: update of guidance documents produced by the Feedap Panel</b>	Finalisation: - Guidance on the characterisation of microorganisms used as feed additives or as production organisms - Guidance on the assessment of the efficacy of feed additives - Guidance for assessing the safety of feed additives for the environment Preliminary analysis/draft preparation/finalisation: guidance on user safety	Work programme Guidance: concluded	Work programme Guidance: concluded  Start reanalysis on the need to update Guidance Documents adopted in 2017	Assist applicants by providing clearer information and further guidance, where necessary.
73	<b>Workshop for the evaluation of phototoxicity and photomutagenicity</b>	Workshop	Follow-up activities		Industry and MSs will benefit that a single, high scientific standard approach will be taken, avoiding a case by case decision approach the use of the guidance will provide more certainty on the expected outcome from the regulatory processes dealing with the evaluation of Carcinogenesis in EU.
74	<b>Scientific opinion on the state of the science of pesticide risk assessment for bats</b>	envisioning	envisioning	envisioning	Explore whether bat species need to be specifically considered by risk assessment of plant protection products. Estimation of exposure of bats to plant protection products and identification of areas for future research.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
75	<b>Risk assessment tools for the safety of global food and feed supply chains (FPA BfR)</b>	International workshop on 'Uncertainty analysis in scientific assessment'	Training course on crisis preparedness and communication delivered to MSs	Establishment of an EFSA network on tracing food and feed supply chains	Build up a communication structure between EFSA/BfR and scientific staff of the competent Authorities in the Member States. Provide a harmonised approach for mapping and analysing global food and feed supply chains to the Member States. Establish a European food and feed safety model repository to the Member States. Discuss guidance on uncertainty analysis with the Member States and international Authorities. Strengthen regional Networks of Germany and neighbouring countries using the EFSA practise.
76	<b>Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA)</b>	no milestones	no milestones	no milestones	Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response
77	<b>Prometheus: promoting methods for evidence use in science</b>	Finalisation of 3 case studies	Finalisation of 1 case study		Ensure that EFSA's advice is fit for purpose and perceived as useful to risk managers. Enhance sustainability, by enhancing its efficiency internally and by improving its cooperation with national food safety agencies, European bodies and international organisations. Increase the trust of stakeholders and citizens, by continuously enhancing openness and transparency in relation to both working processes and access to the scientific data used in its assessments.
78	<b>Guidance on how to characterise, document and explain uncertainties in risk assessment</b>	1. Successful start of implementation phase. 2. Development of guidance document on how to communicate on uncertainty.	1. Successful first year of implementation phase. 2. Organisation of international conference on uncertainty.	Successful second year of implementation phase.	Increased satisfaction of stakeholders with regard to guidance documents and harmonisation of RA methodologies

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
79	<b>Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed</b>	<p>1. Capacity (budget and time) for organising working groups to: prepare the adoption of the Guidance document by the Scientific committee; analyse the comments of public consultation and prepare technical report on public consultation.</p> <p>2. Timely deliverables by the contractor in order to meet the deadline for the study collection for nanocarriers (likely to be) present in agro/food/feed chain</p>	no milestones	<p>1. Capacity (budget and time) for organising working groups to: prepare the adoption of the Guidance document by the Scientific committee; analyse the comments of public consultation and prepare technical report on public consultation.</p> <p>Timely deliverables by the contractor in order to meet the deadline for the study collection for nanosubstances in the environment.</p>	Increase in the use of cross-cutting guidance
80	<b>Guidance on the use of the weight-of-evidence approach in scientific assessments</b>	no milestones	no milestones	no milestones	Increased satisfaction of stakeholders with regard to the guidance via increased use of it and harmonisation of RA methodologies
81	<b>Mixtox: developing harmonised methods for the risk assessment of combined exposure to multiple chemicals</b>	<p>1. Public consultation of the guidance document.</p> <p>2. Guidance to the SC post public consultation.</p> <p>3. Guidance to the SC to be adopted and public consultation report.</p>	<p>1. Publication of guidance document.</p> <p>2. Info session on Training EFSA staff.</p> <p>3. International workshop.</p> <p>4. Technical report on case studies.</p> <p>5. Dialogue with risk managers at the Commission, discussion with stakeholders in the form of a workshop.</p>	TBC depending on implementation in 2019.	Provide case studies to illustrate applications of these methods in the regulatory area (pesticides, contaminants etc.).
82	<b>Scientific Committee guidance document review framework</b>	no milestones	no milestones	no milestones	Increased effectiveness of preparedness and response
83	<b>Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC)</b>	<p>Guidance on the use of the TTC approach in food safety</p> <p>One technical report from public consultation</p>		<p>Open access permanent repository for data supporting TTC and the Cramer scheme.</p> <p>— Re-analysed TTC threshold values using a much larger database and chemical universe.</p> <p>— If new TTC threshold values need implementing: revise SC guidance on TTC and international workshop.</p> <p>— 1-2 technical reports (from</p>	Harmonisation of RA methodologies: Increased use of this cross-cutting guidance by EFSA Panels

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
				PC and an impact report).	
	<b>SO5 — Create an environment and culture that reflects EFSA's values</b>				
84	<b>Virtualisation of SDWH and BWH</b>	Pilot Data Management and Analysis platform on the cloud	Pilot on Scientific Data Management and analysis on the cloud	Transfer scientific data management to the cloud	Meet the IT strategy and IT roadmap to migrate all tools to the cloud
85	<b>BIKE project</b>	Data sources mapped and corporate reports identified; Technical design ready for business data warehouse	IT tool (Business data warehouse) in place to provide corporate reporting; prioritised reports migrated  Processes and reports to perform 'manage by numbers'; training delivery	Processes and reports to perform business intelligence (data mining, simulations, impact analysis); training delivery	1. Optimising & automate Corporate reporting, improving efficiency and efficacy 2. Introducing 'manage by numbers' culture, supporting decision-making for middle and senior managers 3. Being prepared for future challenges, by providing tools to perform data mining, perform simulations to anticipate future challenges and perform impact analysis.
86	<b>Customer relationship management (CRM)</b>	Pilot on CRM for managing external relationship in place	Common corporate database to manage organisations and contacts in place	Further developed CRM solution in EFSA	Efficiency gains for the EFSA Units. Avoid duplication of information by implementing a central CRM system. Improve the management of EFSA stakeholders. Improve the EFSA reputation.
87	<b>Strategic environment analysis</b>	EFSA will engage into a scenario-planning exercise, developing further both its forecasting and environment scanning capabilities in the context of new strategy cycle 2025	EFSA will finalise scenario-planning exercise in the context of new strategy cycle 2025	EFSA will define the new strategy 2025	Environment scanning and scenario planning methodology and process, in place. New EFSA capability developed to be prepared for the future, addressing with agility the changing environment, ambiguity, complexity.. Key input for the definition of the EFSA post-2020 vision and strategy provided.
88	<b>Talent management project</b>	July: Working Group Solution Go Live August: On Boarding & Off Boarding Go Live September: DOI Intermediate Solution for Staff Go Live	January: Core HR (SYSPER) basic modules Go Live July: Learning & Development Go Live	January: Core HR (SYSPER) optional modules and DOI Complete Solution Go Live	Attract, retain and develop talented and engaged Human Capital, being both staff and experts, while helping them grow and perform in line with EFSA's business operations and strategic objectives.
89	<b>EFSA Academy</b>	July: Charter with the efficiency gains that will be brought about by the design, structure and organisation of the EFSA Academy.	July: deployment of the governance and content of the EFSA academy linked to the Learning & Development IT solution (talent management project)		Anticipate the development of the competencies needed by Staff and Experts for a successful achievement of the EFSA strategy. Increase the retention of highly qualified staff.

#	Project name	Key milestones 2018	Key milestones 2019	Key milestones 2020	Benefits
90	<b>Strategic competencies analysis – SCA project</b>	Start usage of Job Library and Competency library for staff, Panel and Working Group Experts			Answer the need of defining a new framework for competency-based workforce planning and management.
91	<b>New world of work (NWOW)</b>	Personal productivity tools delivered to all users Shared spaces pilots implemented Architectural design of ground floor meeting rooms delivered	Ground floor meeting rooms pilots delivered Ground floor landing spaces pilot delivered Collaborative rooms pilots implements Full implementation of Shared spaces	Full implementation of collaborative rooms Full implementation of Canteen and landing spaces at ground floor Full implementation of ground floor meeting rooms	Efficiencies in terms of travel, telecommunications, logistics, events, IT services
92	<b>Travel management model (TMM)</b>	March: Start pilot phase with the new Travel Management Company (TMC) May: All travel arrangements for mission to be managed by the new TMC July: New contract with the TMC fully implemented			Centralisation of the staff missions outsourcing of the travel arrangements and the centralisation of the EFSA missions will allow to save 9 FTEs
93	<b>Digital collaboration</b>	4 Digital collaboration pilots completed: DC with Member States DC with Experts Internal collaboration with Knowledge and innovation Communities DC via Internal communication	Digital collaboration processes and infrastructure in place		Have a measurement tool to help guide EFSA and the MS to improve its risk communications activities.
94	<b>Records and correspondence management project</b>	EFSA Record Management policy in place	Record Management and Archiving procedures in place		Transferring information from 3 EFSA legacy systems into the DMS, allowing simplification of information management
95	<b>Business continuity implementation</b>	DR Plan + test/Dec 2017	DR test/August 2018	DR test/August 2019	Avoid disruptions of the EFSA business
96	<b>Secure email</b>	envisioning project	envisioning project	envisioning project	Mitigate information security risks derived from the use of email as communication tool through the introduction of widely accepted email security standards and tools.
97	<b>Independence policy review</b>	June: finalisation of draft ED decision on competing interest management for staff members implementing 2017 policy on independence	January: triggering of consultation of DG HR under article 110 SR	December: signature of Decision on competing interest management	more targeted and proportionate approach to competing interest management for EFSA staff members under the EU Staff Regulations

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# ANNEXES

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# Annex I. Resource allocation per strategic objective 2019-2021

## 1. Financial resources per strategic objective

**Table 31:** Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA's strategic objective	Executed 2017	Draft budget 2018		Draft budget 2019		Draft budget 2020		Draft budget 2021	
	m EUR	%	m EUR	%	m EUR	%	m EUR	%	m EUR
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	32.63	38%	29.74	39%	31.05	39%	32.21	39%	31.57
SO2 Widen EFSA's evidence base and optimise access to its data	4.64	5%	3.71	4%	3.25	5%	3.97	5%	4.01
SO3 Build the EU's risk assessment capacity and knowledge community	8.67	12%	9.18	10%	8.12	9%	7.15	9%	7.21
SO4 Prepare for future risk assessment challenges	8.76	10%	8.09	9%	7.50	9%	7.10	9%	7.02
SO5 Create an environment and culture that reflects EFSA's values	24.50	36%	28.41	38%	29.77	39%	31.88	39%	32.51
— of which operations	9.74	14%	10.99	15%	11.71	16%	13.05	16%	13.18
— of which support	14.76	22%	17.42	23%	18.05	23%	18.84	23%	19.32
<b>Total EFSA</b>	<b>79.20</b>	<b>100%</b>	<b>79.13</b>	<b>100%</b>	<b>79.68</b>	<b>100%</b>	<b>82.32</b>	<b>100%</b>	<b>82.32</b>

## 2. Human resources per strategic objective

**Table 32:** Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA's activities	Executed 2017	Forecast 2018		Forecast 2019		Forecast 2020		Forecast 2021	
	FTE/ posts	FTEs/posts	%	FTEs/pos ts	%	FTEs/pos ts	%	FTEs/post s	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	198/201	187/191	42%	183/188	41%	188/194	42%	188/194	42%
SO2 Widen EFSA's evidence base and optimise access to its data	24/24	19/19	4%	18/18	4%	18/18	4%	18/18	4%
SO3 Build the EU's risk assessment capacity and knowledge community	37/37	36/37	8%	38/39	8%	27/28	6%	27/28	6%
SO4 Prepare for future risk assessment challenges	35/36	31/32	7%	25/26	6%	21/22	5%	20/21	5%
SO5 Create an environment and culture that reflects EFSA's values	162/165	177/180	39%	182/187	41%	192/197	43%	192/197	43%
— of which operations	50/51	55/56	12%	58/60	13%	62/64	14%	61/63	14%
— of which support	112/144	122/124	27%	124/127	28%	130/133	29%	130/133	29%
<b>Total EFSA</b>	<b>456/463</b>	<b>450/459</b>	<b>100%</b>	<b>446/459</b>	<b>100%</b>	<b>446/459</b>	<b>100%</b>	<b>446/459</b>	<b>100%</b>

# Annex II. Financial resources 2019-2021

## 1. Expenditure

**Table 33:** Expenditure

Expenditure/title	2018		2019	
	Budget commitment appropriations	Budget payment appropriations	Preliminary budget commitment appropriations	Preliminary budget payment appropriations
Title I - Staff expenditure	43.62	43.62	44.86	44.86
Title II - Infrastructure and operating expenditure	9.56	9.56	9.78	9.78
Title III - Operational expenditure	25.94	26.83	25.04	24.89
<b>TOTAL EXPENDITURE</b>	<b>79.12</b>	<b>80.01</b>	<b>79.68</b>	<b>79.54</b>

Expenditure	Commitment appropriations						
	Forecast execution Budget 2017	Budget 2018	Draft budget 2019		VAR 2019/2018 (%)	Envisaged 2020	Envisaged 2021
			Agency request	Budget forecast			
<b>Title 1 - Staff expenditure</b>	<b>42,059,185</b>	<b>43,622,254</b>	<b>44,864,976</b>		<b>2.8%</b>	<b>46,295,768</b>	<b>47,913,915</b>
Salaries & allowances	37,675,529	39,378,519	40,534,383		2.9%	41,988,941	43,493,163
- Of which establishment plan posts	29,735,529	30,800,000	31,617,000		2.7%	32,660,000	33,738,000
- Of which external personnel	7,940,000	8,578,519	8,917,383		4.0%	9,328,941	9,755,163
Expenditure relating to staff recruitment	431,387	495,000	495,000		0.0%	495,000	495,000
Mission expenses	277,500	260,000	260,000		0.0%	260,000	260,000
Socio-medical infrastructure	277,800	315,000	320,000		1.6%	325,000	325,000
Training	406,000	397,189	401,344		1.0%	349,875	448,000
External Services	1,706,536	1,443,546	1,521,249		5.4%	1,543,952	1,559,752
Receptions, events and representation	2,722	8,000	8,000		0.0%	8,000	8,000
Social welfare and School contributions	1,281,710	1,325,000	1,325,000		0.0%	1,325,000	1,325,000
Other staff related expenditure	0	0	0		0.0%	0	0
<b>Title 2 - Infrastructure</b>	<b>8,599,545</b>	<b>9,560,171</b>	<b>9,782,949</b>		<b>2.3%</b>	<b>9,647,201</b>	<b>9,019,945</b>

Expenditure	Commitment appropriations						
	Forecast execution Budget 2017	Budget 2018	Draft budget 2019		VAR 2019/2018 (%)	Envisaged 2020	Envisaged 2021
			Agency request	Budget forecast			
<b>and operating expenditure</b>							
Rental of buildings and associated costs	4,832,245	5,254,800	5,327,800		1.4%	5,360,500	5,110,500
Information, communication technology and data processing	3,077,244	3,408,612	3,244,148		-4.8%	3,080,354	3,080,354
Movable property and associated costs	94,749	167,659	482,410		187.7%	477,256	100,000
Current administrative expenditure	208,500	253,000	253,500		0.2%	254,000	254,000
Postage/Telecommunications	303,357	366,100	365,091		-0.3%	365,091	365,091
Meeting expenses	82,000	100,000	100,000		0.0%	100,000	100,000
Running costs in connection with operational activities	0	0	0		0.0%	0	0
Information and publishing	1,450	10,000	10,000		0.0%	10,000	10,000
Studies	0	0	0		0.0%	0	0
Other infrastructure and operating expenditure	0	0	0		0.0%	0	0
<b>Title 3 - Operational expenditure</b>	<b>28,565,000</b>	<b>25,942,145</b>	<b>25,036,389</b>		<b>-3.5%</b>	<b>26,378,389</b>	<b>25,387,498</b>
Regulated Products	4,471,251	3,137,034	3,137,034		0.0%	3,137,034	3,137,034
Risk Assessment	3,583,000	2,698,461	2,698,461		0.0%	2,698,471	2,698,471
Scientific Cooperation & Strategy	9,874,237	7,722,000	7,371,998		-4.5%	7,645,000	7,579,000
Communication	980,418	1,238,000	1,170,000		-5.5%	1,564,891	1,140,000
General operational support	9,656,094	11,146,650	10,658,896		-4.4%	11,332,993	10,832,993
<b>TOTAL</b>	<b>79,223,730</b>	<b>79,124,570</b>	<b>79,684,314</b>		<b>0.7%</b>	<b>82,321,358</b>	<b>82,321,358</b>

Expenditure	Payment appropriations						
	Estimated execution 2017	Budget 2018	Draft budget 2019		VAR 2019/2018 (%)	Envisaged 2020	Envisaged 2021
			Agency request	Budget forecast			
<b>Title 1 - Staff expenditure</b>	<b>42,059,185</b>	<b>43,622,254</b>	<b>44,864,976</b>		<b>2.8%</b>	<b>46,295,768</b>	<b>47,913,915</b>
Salaries & allowances	37,675,529	39,378,519	40,534,383		2.9%	41,988,941	43,493,163
- Of which establishment plan posts	29,735,529	30,800,000	31,617,000		2.7%	32,660,000	33,738,000
- Of which external personnel	7,940,000	8,578,519	8,917,383		4.0%	9,328,941	9,755,163
Expenditure relating to Staff recruitment	431,387	495,000	495,000		0.0%	495,000	495,000
Mission expenses	277,500	260,000	260,000		0.0%	260,000	260,000
Socio-medical infrastructure	277,800	315,000	320,000		1.6%	325,000	325,000
Training	406,000	397,189	401,344		1.0%	349,875	448,000
External Services	1,706,536	1,443,546	1,521,249		5.4%	1,543,952	1,559,752
Receptions, events and representation	2,722	8,000	8,000		0.0%	8,000	8,000
Social welfare and School contributions	1,281,710	1,325,000	1,325,000		0.0%	1,325,000	1,325,000
Other Staff related expenditure	0	0	0		0.0%	0	0
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>8,599,545</b>	<b>9,560,171</b>	<b>9,782,949</b>		<b>2.3%</b>	<b>9,647,201</b>	<b>9,019,945</b>
Rental of buildings and associated costs	4,832,245	5,254,800	5,327,800		1.4%	5,360,500	5,110,500
Information, communication technology and data processing	3,077,244	3,408,612	3,244,148		-4.8%	3,080,354	3,080,354
Movable property and associated costs	94,749	167,659	482,410		187.7%	477,256	100,000
Current administrative expenditure	208,500	253,000	253,500		0.2%	254,000	254,000
Postage/Telecommunications	303,357	366,100	365,091		-0.3%	365,091	365,091
Meeting expenses	82,000	100,000	100,000		0.0%	100,000	100,000
Running costs in connection with operational activities	0	0	0		0.0%	0	0
Information and publishing	1,450	10,000	10,000		0.0%	10,000	10,000
Studies	0	0	0		0.0%	0	0
Other infrastructure and operating expenditure	0	0	0		0.0%	0	0
<b>Title 3 - Operational expenditure</b>	<b>29,794,280</b>	<b>26,829,037</b>	<b>24,889,791</b>		<b>-7.2%</b>	<b>27,086,633</b>	<b>25,440,739</b>

Expenditure	Payment appropriations						
	Estimated execution 2017	Budget 2018	Draft budget 2019		VAR 2019/2018 (%)	Envisaged 2020	Envisaged 2021
			Agency request	Budget forecast			
Regulated Products	4,471,251	3,137,034	3,137,034		0.0%	3,137,034	3,137,034
Risk Assessment	3,583,000	2,698,461	2,698,461		0.0%	2,698,471	2,698,471
Scientific Cooperation & Strategy	11,319,950	8,548,492	7,165,000		-16.2%	8,292,844	7,632,241
Communication	980,418	1,238,000	1,170,000		-5.5%	1,564,891	1,140,000
General operational support	9,439,661	11,207,050	10,719,296		-4.4%	11,393,393	10,832,993
TOTAL	80,453,010	80,011,462	79,537,716		-0.6%	83,029,602	82,374,599

## 2. Revenues

**Table 34:** Revenues

Revenues	2018	2019
	Revenues estimated by the Agency	Budget forecast
EU contribution	78.20	77.74
Additional EU funding: ad hoc grants and delegation agreements	0.00	0.00
Other revenue	1.81	1.80
<b>TOTAL REVENUES</b>	<b>80.01</b>	<b>79.54</b>

Revenue	2017	2018	2019		VAR 2020/2019 (%)	Envisaged 2020	Envisaged 2021
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	78,533,267	78,199,699	77,736,740		4.4%	81,149,118	80,509,029
Of which Administrative (Title 1 and Title 2)							
Of which Operational (Title 3)							
- Of which assigned revenues deriving from previous years 'surpluses	738,267	441,639	441,639		0.0%	441,639	441,639
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	1,898,198	1,811,763	1,800,976		4.4%	1,880,484	1,865,570
- Of which EEA/EFTA (excl. Switzerland)	1,898,198	1,811,763	1,800,976		4.4%	1,880,484	1,865,570
Of which candidate							

Revenue	2017	2018	2019		VAR 2020/2019 (%)	Envisaged 2020	Envisaged 2021
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
countries							
4 OTHER CONTRIBUTIONS	335,000						
Of which delegation agreement, ad hoc grants	335,000						
5 ADMINISTRATIVE OPERATIONS	21,545						
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
<b>TOTAL REVENUES</b>	80,788,010	80,011,462	79,537,716		4.4%	83,029,602	82,374,599

### 3. Calculation of budget out-turn

A first estimate of the 2017 surplus that will be reimbursed to the EU budget (as assigned revenue) will be communicated at the beginning of 2018, after budget closure. The following table will be provided in due time.

**Table 35:** Budget out-turn and cancellation of appropriations

Budget out-turn	2014	2015	2016	2017 <sup>(141)</sup>
Reserve from the previous years' surplus (+)				
Revenue actually received (+)	79,943,670.40	79,615,122.45	79,395,456.35	
Payments made (-)	-71,559,306.16	-71,261,085.63	-71,466,445.84	
Carry-over of appropriations (-)	-7,789,288.82	-8,151,428.61	-8,540,088.08	
Cancellation of appropriations carried over (+)	300,664.19	509,211.80	441,606.64	
Exchange-rate differences (+/-)	978.81	-4,318.82	1,316.79	
Adjustment for carry-over from previous years of assigned revenue	212,691.02	31,094.66	619,584.16	
Out-turn pre-accession programme DG Neighbourhood and Enlargement Negotiations	-20,343.27	-328.61	-9,791.16	
<b>TOTAL</b>	<b>1,089,066.17</b>	<b>738,267.24</b>	<b>441,638.86</b>	

### Cancellation of appropriations<sup>(142)</sup>

#### Cancellation of commitment appropriations

- Out of the EUR 79.49 million in commitment appropriations available, EUR xx.xx million or 100.00 % (99.9 % in 2016) was utilised, leaving EUR 0.002 million in commitment appropriations unutilised. Most of the underspent originates from scientific meetings.

#### Cancellation of payment appropriations for the year

- Out of the EUR 80.45 million in payment appropriations available, EUR xx.xx million or 89.7 % (89.7 % in 2016) was paid and EUR 8x.x million or 11.8 % (11.8 % in 2016) carried forward.

<sup>(141)</sup> To be updated by Accounts in January 2018

<sup>(142)</sup> Data for 2017 not available yet, whole section to be updated in January

## Cancellation of payment appropriations carried over

- Out of the EUR 8.20 million in payment appropriations carried over, EUR x.xx million or 94.14 % was paid, leaving EUR x.xx million unutilised.

## Justification

### Budget out-turn<sup>(143)</sup>

- The budget out-turn decreased in 2017 compared to 2016 and stands at EUR x.xx million (EUR 0.44 million in 2016) or 0.56 % of total revenue. It mainly originates from the cancellation of appropriations carried forward. Tight treasury management and payment forecast system allow optimisation of treasury utilisation, thereby reducing the out-turn.

### Cancellation of appropriations

- The cancellation of the commitment and payment appropriations decreased compared to last year, showing close monitoring of budgetary planning, implementation and control. The cancellation of commitment appropriations is mainly related to scientific cooperation meetings as explained above.

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<sup>(143)</sup> Outturn 2017 not available yet, o be updated in January



# Annex III. Human resources 2019-2021 — quantitative

## 1. The staff population and its evolution

**Table 36:** Overview of all categories of staff <sup>(144)</sup>

Staff population <sup>(145)</sup>		Actually filled as of 31.12.2016	Authorised under EU budget 2017	Actually filled as of 31.12.2017	Authorised under EU budget 2018	Actually filled as of 31.12.2018	Draft budget 2019	Envisaged in 2020	Envisaged in 2021
Officials	AD	5	5	5	5		5	5	5
	AST	0	0	0	0		0	0	0
	AST/SC	0	0	0	0		0	0	0
TA	AD	207	222	203	213		214	215	215
	AST	108	96	103	101		100	99	99
	AST/SC	0	0	0	0		0	0	0
Total <sup>(146)</sup>		<b>320</b>	<b>323</b>	<b>311</b>	<b>319</b>	<b>0</b>	<b>319</b>	<b>319</b>	<b>319</b>
CA GFIV		87	90	90	92		92	92	92
CA GF III		4	7	4	7		7	7	7
CA GF II		28	27	25	25		25	25	25
CA GFI		1	1	1	1		1	1	1
Total CA <sup>(147)</sup>		<b>120</b>	<b>125</b>	<b>120</b>	<b>125</b>	<b>0</b>	<b>125</b>	<b>125</b>	<b>125</b>
SNE <sup>(148)</sup>		10	15	13	15		15	15	15
Structural service providers <sup>(149)</sup>		49	49	49	49		49	49	49
<b>Total</b>		<b>499</b>	<b>512</b>	<b>493</b>	<b>508</b>	<b>0</b>	<b>508</b>	<b>508</b>	<b>508</b>
External staff <sup>(150)</sup> or occasional replacement <sup>(151)</sup>		29		18	0		0	0	0

<sup>(144)</sup> Figures on 31/12/2017 to be updated in January

<sup>(145)</sup> 31.12.2016 (estimate): posts filled include seven offer letters sent and accepted.

<sup>(146)</sup> Headcounts.

<sup>(147)</sup> FTE.

<sup>(148)</sup> FTE.

<sup>(149)</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the European Commission the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge etc.); and (4) contributing to the value added of the Commission. Structural service providers (2016 FTEs) are referred to:

- PTT Unit: PM (4), infrastructure (4), service desk (8), business empowerment team (1);
- Corporate Services (Corser) and Human Capital (HUCAP) Units: guards (10.5), cleaning (6), huissier/archive, reception/post office (11), maintenance (2), building technical assistance (1), safety consultant (1), medical doctor (0.5).

<sup>(150)</sup> FTE.

<sup>(151)</sup> For instance replacement due to maternity leave or long sick leave.

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

## 2. Multiannual staff policy plan 2017-2021

**Table 37:** Establishment plan evolution 2016-2021

Category and grade	Establishment plan in EU Budget 2017		Actually filled as of 31.12.2017		Establishment plan in voted EU Budget 2018		Establishment plan in draft EU budget 2019		Establishment plan 2020		Establishment plan 2021	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1	0	1	0	1
AD 14	0	2	0	1	0	0	0	0	0	0	0	0
AD 13	0	2	0	0	0	1	0	2	0	3	0	3
AD 12	1	16	0	6	0	6	0	7	0	8	0	8
AD 11	0	11	0	6	0	8	0	9	0	11	0	11
AD 10	1	17	0	13	0	16	0	20	0	24	0	24
AD 9	1	42	0	25	0	34	0	38	1	41	1	41
AD 8	0	54	0	57	1	57	2	56	2	54	2	54
AD 7	1	56	5	49	4	49	3	45	2	41	2	41
AD 6	1	15	0	35	0	31	0	27	0	24	0	24
AD 5	0	6	0	11	0	10	0	9	0	8	0	8
<b>Total AD</b>	<b>5</b>	<b>222</b>	<b>5</b>	<b>203</b>	<b>5</b>	<b>213</b>	<b>5</b>	<b>214</b>	<b>5</b>	<b>215</b>	<b>5</b>	<b>215</b>
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	3	0	0	0	1	0	1	0	2	0	2
AST 7	0	4	0	2	0	2	0	3	0	3	0	3
AST 6	0	9	0	3	0	5	0	7	0	9	0	9
AST 5	0	30	0	16	0	18	0	21	0	23	0	23
AST 4	0	23	0	36	0	35	0	32	0	30	0	30
AST 3	0	25	0	22	0	21	0	20	0	19	0	19
AST 2	0	2	0	21	0	17	0	15	0	12	0	12
AST 1	0	0	0	3	0	2	0	1	0	1	0	1
<b>Total AST</b>	<b>0</b>	<b>96</b>	<b>0</b>	<b>103</b>	<b>0</b>	<b>101</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>99</b>	<b>0</b>	<b>99</b>
AST/SC6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC1	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total AST/SC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>5</b>	<b>318</b>	<b>5</b>	<b>306</b>	<b>5</b>	<b>314</b>	<b>5</b>	<b>314</b>	<b>5</b>	<b>314</b>	<b>5</b>	<b>314</b>

# Annex IV. Human resources

## 2019-2021 — qualitative

### 1. Recruitment policy

#### Statutory staff (officials, temporary agents, contract agents)

To cope with budgetary constraints on personnel expenditure (Title I) and achieve the requested targets for reductions in the number of establishment plan posts until 2018 a specific and analytical analysis of post management is being implemented, along with efficiency initiatives. This is done constantly to monitor and ensure the right post allocation and, taking into account the need for new competencies and possible turnover rates, to define which freed-up posts could be phased out, upgraded or redeployed. Also, a careful recruitment policy is being implemented by adjusting the utilisation of the maximum staffing capacity to ensure budget sustainability.

In 2016 EFSA adopted an innovative recruitment solution in the context of the talent management project, aiming to better attract, source and select EFSA's staff, experts, trainees and seconded national experts (SNEs).

The recruitment procedure itself, as laid down in the Staff Regulations, has been streamlined to improve time-to-hire and optimise the resources involved. Also, interagency mobility has been facilitated by the adoption in 2015 of the new implementing rules on engagement and use of temporary agents under article 2(f) of the CEOS.

EFSA is further developing an employer-branding strategy to position itself as an employer of choice. Enhanced visibility of career opportunities is achieved via targeted dissemination of vacancies, recruitment campaigns and proactive use of social media.

To facilitate the launch of a competency-based approach to people management in the organisation, EFSA is developing the processes and tools required through the talent management project. In parallel, within the expertise management programme, a strategic competency analysis project is starting, to ensure EFSA has mapped the competencies and job profiles required to deliver its strategic goals through until 2020. The project has already started to deliver its envisaged outcomes in 2017, and they are subsequently impacting on the various processes of workforce planning, selection and development of talents.

The increase in quality of the above processes is promoted through a targeted leadership development programme, aimed at training managers on harmonised standards and organisational values.

The list below recaps the typical grades at which each job category is filled <sup>(152)</sup>.

#### Assistant jobs family

- Assistant job category (staff carrying out administrative, technical or training activities such as assistance and/or secretariat requiring a certain degree of autonomy). Typically these posts are filled by grades SC1-SC2, AST1-AST3, FGI.1-3, FGII.4-7, and long term mainly by FGI.1-3 and FGII.4-7.

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<sup>(152)</sup> Pending confirmation of types of post and titles.

- Technical assistant job category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science and communication, following advice from their managers. Technical assistants may also provide assistance in general and budgetary processes and coordinate administrative work. Typically these posts are filled by grades AST4-AST9 and FGIII.8-12.
- Senior assistant job category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination). Typically these posts are filled by grades AST10-AST11.

### **Operational jobs family**

- Junior officer job category (staff providing junior-officer expertise in a specific field of knowledge, e.g. junior legal officer, junior scientist, etc.). Typically these posts are filled by grades AD5 and FGIV.13.
- Officer job category (staff providing officer expertise in a specific field of knowledge, e.g. legal officer, scientist). Typically these posts are filled by grades AD6-AD7 and FG IV.14-18.
- Senior officer job category (staff providing senior-officer expertise in a specific field of knowledge, e.g. senior legal officer, senior scientist, etc.). Typically these posts are filled by grades AD8-AD12.

### **Management jobs family**

- Manager job category (staff providing managerial expertise in the definition of the organisational strategy, e.g. head of department, and staff providing managerial expertise in the implementation of the organisational strategy, e.g. head of unit). Typically these posts are filled by grades AD9-AD14.
- Senior manager job category (executive director). Typically these posts are filled by grades AD14-AD15.

Following the 2014 staff regulation reform EFSA adopted and is already applying the new implementing rules on the engagement and use of temporary staff for agencies (TA2f), thus ensuring a more consistent staff policy.

Concerning the duration of employment, temporary agents and contract agents (long term) are currently offered a 5-year contract, renewable for another limited time period not exceeding 5 years. These contracts are converted into contracts of indefinite period if a second renewal is offered and accepted. All contract renewals are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

In addition, EFSA has activated short-term contract agents (function group IV) to be allocated to its scientific departments ensuring the principle of budget neutrality. This engagement of staff allows EFSA to keep an adequate degree of flexibility in view of both the progressive transformation of its population from fixed-term to indefinite contract duration (following second contract renewals) and the temporary coverage of annual or multiannual project needs. When preparing the draft budgets EFSA is committed to complying with the budget ceilings provided by the European Commission. Instead of outsourcing certain operational tasks and considering that such outsourcing is not allowed for the core tasks of EFSA, it was therefore decided to adjust the number of contract agents for operational reasons, to address the structural backlog observed in certain areas.

## Non-statutory staff

### Seconded national experts

The objective of the SNEs' programme is to foster the exchange of experience and knowledge of European food safety risk assessment working methods and to widen the expertise network. Experts can be seconded to EFSA for a duration of between a minimum of 6 months and a maximum of 4 years.

### Short-term attachment (guest scientist)

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

A 'guest scientist' attachment does not oblige the host institution to make any financial contribution and is expected to further enhance the exchange of scientific knowledge and expertise and the harmonisation of methodologies in the area of risk assessment.

### Traineeships

EFSA offers paid traineeships and unpaid study visits to talented, highly qualified young professionals early in their careers, in a field of their choice. Trainees at EFSA have the opportunity to immerse themselves in the agency's work and in the European food safety system in general. The traineeship may last from a minimum of 5 months to a maximum of 12 months.

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

### Interims

In compliance with both the EU legal framework and Italian labour legislation, EFSA's policy is to rely on interim services only under specific circumstances and for limited periods of time.

EFSA holds a framework contract, managed by the HUCAP Unit, which has been concluded with an *agenzia interinale* selected via a public call for tenders to purchase interim services. This framework contract, signed in 2013 and renewed in 2017, introduced a broader spectrum of skills with the aim of including more technically specialised staff. The types of interim services that can be deployed are as follows.

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

In addition to providing ad hoc temporary support for specific projects, EFSA employs interim staff solely for to replace absent staff members due to maternity leave, parental leave and sick leave.

## Structural service providers

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

- basic act: Council Regulation (EC) No 178/2002 (EFSA founding regulation);
- financial regulation: Council Regulation (EC, Euratom) No 966/2012, Title V;
- rules of application: Commission Regulation (EC, Euratom) No 1268/2012.

## 2. Appraisal of performance and reclassification/promotion

Talent development and performance management at EFSA take place through continuous dialogue between staff and managers. The yearly performance dialogue exercise is the formal feedback mechanism, however EFSA promotes a culture of ongoing feedback with a mandatory formal intermediate dialogue and other informal opportunities throughout the year.

The outcome of the 2017 promotion/reclassification exercise resulted in 39 statutory staff members being promoted/reclassified (corresponding to approximately 11.5 % of eligible staff), distributed as follows: 25 temporary agents and 14 contract agents (out of the final list of 39 staff members promoted/reclassified, two are pending the third-language requirement by 31 December 2017).

Apart from promotion/reclassification, other actions relating to career development were discussed at the 2017 talent-review meetings. Having in mind the career aspirations expressed by staff members, the process led to 12 staff members moving to new positions through internal mobility, mobilities towards their professional development and 13 members of staff being given a formalised stretch assignment. In addition, in line with strategic objective 5, eight additional staff members have embarked on a managerial development path resulting in a total of 17 people in the 'managerial pipeline'. With prior assessment of the availability of necessary budgetary resources, and taking into account the appraisal philosophy that EFSA wishes to implement (i.e. focusing rewards on the organisation's top performers), EFSA's promotion rate will be monitored in the coming years so as to respect as much as possible the rates indicated in Annex IB of the Staff Regulations.

On 21 June 2017 EFSA's Management Board adopted the general implementing provisions regarding Article 45 of the Staff Regulations, the general implementing provisions regarding Article 54 of the conditions of employment of other servants and the general implementing provisions regarding Article 87(3) of the latter.

Compared to the previous framework applicable to the promotion of officials and the reclassification of temporary and contract agents, the new general implementing provisions introduce a comparison of merits which is carried out separately for each category of staff: officials, temporary agents and contract agents. The promotion/reclassification procedure consists of a qualitative assessment with no predefined promotion thresholds or award of promotion/reclassification points. A transitional mechanism is planned to move to the new qualitative approach. In case of two candidates of equal merit, other factors beyond standard criteria may be considered by the executive director.

The new rules are effective and will be implemented as of the 2018 promotion/reclassification exercise.

**Table 38:** Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.1.2015		How many staff members were promoted/reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 15					
AD 14		1			
AD 13		1			
AD 12		2			
AD 11		5			
AD 10		8			
AD 9		29		2	7.84
AD 8		58		3	6.02
AD 7	4	43		3	6.41
AD 6	1	45		6	5.50
AD 5		15		4	5.19
<b>Total AD</b>	<b>5</b>	<b>207</b>	<b>0</b>	<b>18</b>	<b>5.93</b>
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6					
AST 5		13		1	6.84
AST 4		38		3	8.82
AST 3		18		5	6.99
AST 2		39		3	5.96
AST 1		5			
<b>Total AST</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>12</b>	<b>7.18</b>
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0	0	0	
<b>Total</b>	<b>5</b>	<b>322</b>	<b>0</b>	<b>30</b>	<b>6.43</b>

**Table 39:** Reclassification of contract staff

Function group	Grade	Staff in activity at 1.1.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	4		
	15	2		
	14	38	3	5.70
	13	14	2	5.73
CA III	12			
	11			
	10			
	9	2		
	8	2	1	4.42
CA II	7			
	6			
	5	23	2	5.57
	4	17	1	5.92
CA I	3			
	2	1		
	1			
<b>Total</b>		<b>103</b>	<b>9</b>	<b>5.56</b>

### 3. Mobility policy

#### Mobility within EFSA

Internal moves are processed via Article 7 of the Staff Regulations, and for transparency purposes they are published internally on the intranet portal.

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

In 2017 (from Jan to Oct) eight EFSA staff members changed their job through internal mobility, both to respond to business needs and to staff motivation (in Q4 2017 four additional internal movements were anticipated). In practical terms the tools used to cover vacant posts internally are performance dialogue career motivations, talent-review outcomes, assignments to specific projects, transfer resulting from an internal selection procedure and transfer in the interest of the service, including compulsory mobility (e.g. after 10 years of service in the same function) related to sensitive and managerial functions.



## Mobility between agencies (interagency job market)

On 6 October 2009 EFSA joined the interagency job market. As with all other agencies the basis of EFSA's participation in the interagency job market is to offer possibilities for mobility to staff in agencies by ensuring the continuation of careers and grades. In June 2015 EFSA adopted the new rules on engagement and use of temporary agents under article 2(f) of the CEOS, and in 2017 the authority implemented the provision allowing the recruitment of temporary agent staff while ensuring career continuity.

## Mobility between the agencies and the EU institutions

At present there is no policy for mobility between the agencies and the EU institutions.

## 4. Gender and geographical balance

### Gender balance (31 August 2017)

The overall gender balance among EFSA's staff — as presented in Table 40 — shows a female prevalence; this majority is more marked among contract agents and SNEs.

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

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

**Table 40:** EFSA staff by gender

Gender	Officials		Temporary agents		Contract agents				SNEs	Total	
	AD	AST	AD	AST	FG IV	FG III	FG II	FG I		Number	%
Female	2	0	100	86	55	1	23	1	7	275	61.1 %
Male	3	0	107	22	32	3	5	0	3	175	38.9 %
<b>Total</b>	<b>5</b>	<b>0</b>	<b>207</b>	<b>108</b>	<b>87</b>	<b>4</b>	<b>28</b>	<b>1</b>	<b>10</b>	<b>450</b>	

### Geographical balance (31 August 2017)

EFSA's recruitment policies are designed to attract and retain the required competences to support the delivery of its work plan, with no discrimination with regard to gender and geographical balance, in compliance with the Staff Regulations. The distribution of staff by nationality is presented in Table 41.

EFSA is closely monitoring and proactively seeking to ensure a balanced representation of as many EU nationalities as possible, without prejudice to the rules governing the recruitment process. Implemented measures include the following:

- Active promotion of EFSA career opportunities in all EU Member States in close cooperation with EFSA's Scientific Networks and EFSA's Focal Points as well as by organising campaigns with European Universities and participating to European job fairs;
- Promotion of equal opportunities during selection procedures to prevent any kind of discrimination, including unbalanced selection of board's composition.

- Broad dissemination of vacancy notices available in all EU official languages through publication in specialised international press, as well as on relevant social media platforms;
- Revamping of the relocation services to be offered to newcomers supporting them already before arrival and during their first period as well as continued support for expats to relieve them from local administrative burden.
- Close collaboration of EFSA management with the Board of European Schools and the management of the Scuola per l'Europa in Parma to ensure that staff members' children enjoy multilingual high quality education.

**Table 41:** EFSA staff by nationality

Nationality	Officials		Temporary agents		Contract agents				SNEs	Total	
	AD	AST	AD	AST	FG IV	FG III	FG II	FG I		Number	%
Austria			9		1					10	2.2 %
Belgium			23	11	2	1				37	8.2 %
Bulgaria					2	1	1			4	0.9 %
Croatia					1					1	0.2 %
Czech Republic			1	1	1					3	0.7 %
Denmark			1	1			1			3	0.7 %
Finland			1							1	0.2 %
France	1		16	5	4			1		27	6.0 %
Germany			15	1	3	1	2		1	23	5.1 %
Greece			8	1	10		1		3	23	5.1 %
Hungary			6	2	3		2		1	14	3.1 %
Ireland			2	5						7	1.6 %
Italy	1		77	62	35	1	17		1	194	43.1 %
Latvia			1							1	0.2 %
Luxembourg			3							3	0.7 %
Malta				1						1	0.2 %
Montenegro									1	1	0.2 %
Netherlands			6							6	1.3 %
Poland					4		2			6	1.3 %
Portugal	2		6	3	1					12	2.7 %
Romania			1	2	4				1	8	1.8 %
Russia									1	1	0.2 %
Slovakia	1			1	3		1			6	1.3 %
Spain			18	6	10				1	35	7.8 %
Sweden				1						1	0.2 %
United Kingdom			13	5	3		1			22	4.9 %
<b>Total</b>	<b>5</b>	<b>0</b>	<b>207</b>	<b>108</b>	<b>87</b>	<b>4</b>	<b>28</b>	<b>1</b>	<b>10</b>	<b>450</b>	

## 5. Schooling

EFSA considers schooling an essential part of its staff policy. For this purpose a European school (Scuola per l'Europa) was established in 2004 and accredited in 2008 under the system of European schools. The school offers teaching up to baccalaureate level. In 2009 the Italian authorities commissioned the construction of a new building to host the school (the current facilities being in unsatisfactory condition) through a project with a cost totalling EUR 35 million (to be paid by the Italian authorities). Following the suspension of work in 2012 (due to financial difficulties with the construction firm) the new building was completed in 2017 and, on the occasion of the start of the new 2017/2018 school year, the school moved to the new facilities.

A contribution to the EU-accredited European school in Parma worth around EUR 1.22 million was paid from EFSA's budget for the 2016/2017 school year. The amount paid in 2016 and budgeted for 2017 was slightly increased to cover the expected increases both in the annual school fees and in the number of pupils and children (Mio EUR 1.13 was paid in 2016).

**Table 42:** Number of pupils per school year

2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
142	147	140	148	158	152

# Annex V: Buildings

## 1. Current building

	Name, location and type of building	Other comment
Information to be provided for each building	EFSA seat, Parma, office building	EFSA seat was acquired on 19.12.2011
Surface area (in square metres) — of which office space: — of which non-office space:	27 500 m <sup>2</sup> total 14 200 m <sup>2</sup> office space 1 600 m <sup>2</sup> restaurant/kitchen 11 700 m <sup>2</sup> parking, basement and technical areas	
Annual down payment (in EUR)	EUR 1.78 million	
Type and duration of rental contract	25 years, ending December 2036	
Host-country grant or support	0	
Present value of the building	EUR 24.66 million	Capital value remaining due at 31.12.2017
Information to be provided for each building	EFSA representative office, Brussels	EFSA rental contract was signed on 1.9.2016
Office-space area (in square metres)	41 m <sup>2</sup> office space	
Annual rent (in EUR)	EUR 41 000, all services included	
Type and duration of rental contract	1 year, renewable	
Host-country grant or support	0	
Present value of the building	-	

## 2. Building project in the planning phase

Not applicable.

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

Not applicable.

# Annex VI: Privileges and immunities

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

# Annex VII: Evaluations

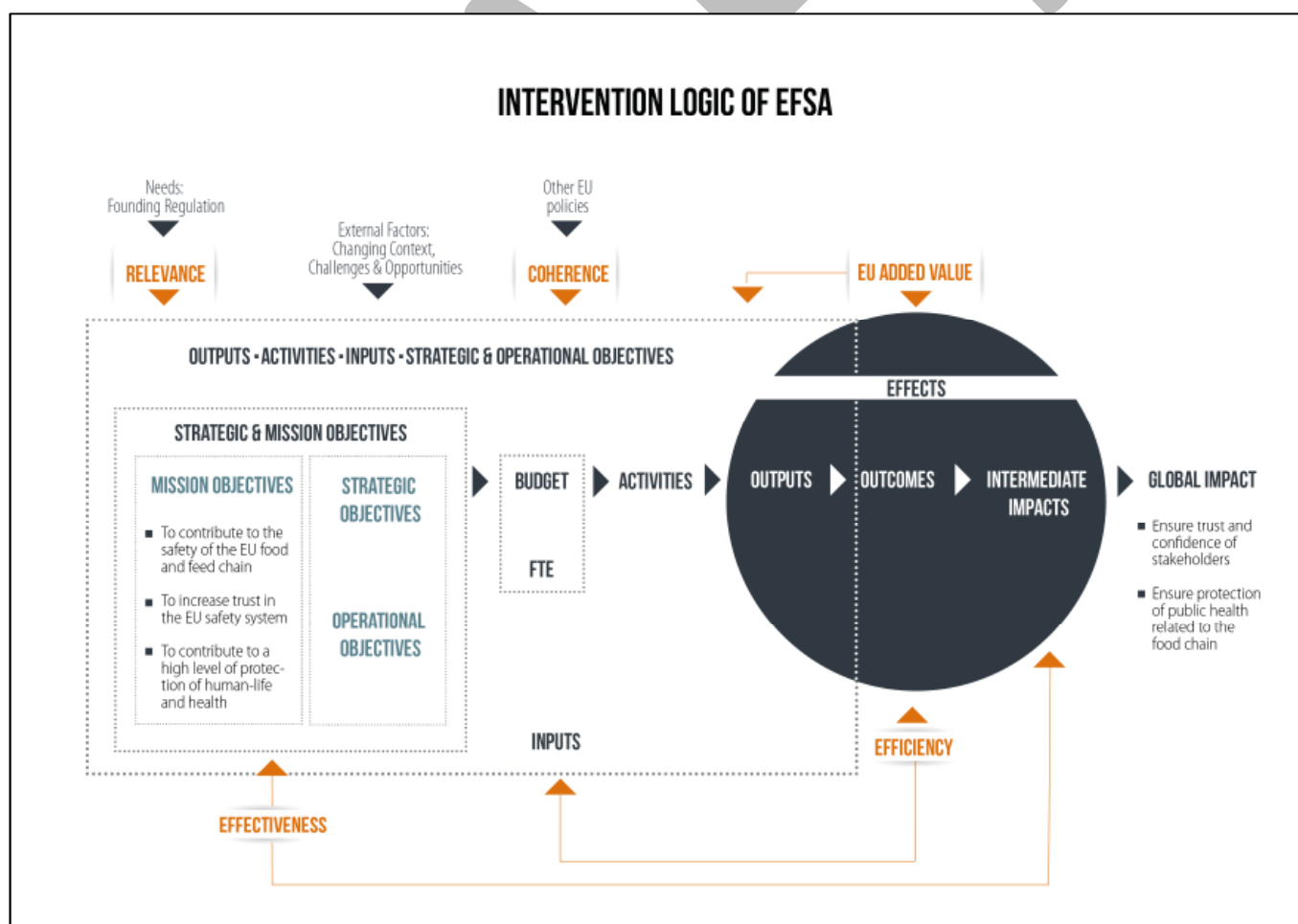
EFSA's mission or global impact aims at ensuring trust and the confidence of stakeholders in EFSA's scientific advice, and thereby also at ensuring the protection of public health related to the food chain.

EFSA has developed an intervention logic (figure 4) to describe how different inputs, activities and outputs triggered by the agency interact to allow the delivery of objectives and to identify possible changes in their implementation.

The EFSA intervention logic considers external factors that may either influence the performance, the EFSA intervention logic itself and it also considers the effects that could be generated from an intervention.

As evaluations are presented by a clear chain of logic among data, analysis and conclusions, the degree of analysis conducted for each criterion <sup>(153)</sup> will depend on the intervention to be evaluated, the timing of the evaluation and the reliability of the data. The results of activities executed to accomplish EFSA's mission are represented by the effects that are presented as a chain, contributing, at the end, to the global impact of the EFSA strategy.

Evaluations refer to a wide range of activities assessing EFSA's performance in reaching its policy, operational and financial objectives. They include activities that focus on the reporting on specific aspects of the performance of the organisation, its programmes and projects.



**Figure 4:** EFSA's intervention logic

<sup>(153)</sup> The evaluation criteria: effectiveness, efficiency, relevance, coherence and EU added value.

At EFSA the monitoring of all activities is mainly based on the monitoring and analysis of the results coming from the performance indicators, output (short term), outcome (medium term) indicators and intermediary impact indicators. Considering that performance-monitoring systems are the main provider of evidence and evaluative information, EFSA recently created a system, the performance monitoring tool, that includes all the agency's performance indicators and supports an results-based management approach <sup>(154)</sup>.

EFSA's evaluation and monitoring activities for 2017-2021 will be shaped into a policy that will be published in the course of 2018. The policy will present an integrated approach based on EFSA's intervention logic and complementing the performance indicators with a combination of *ex ante* and *ex post* evaluations of programmes and projects to improve evaluation efficiency and guarantee the best approach.

Furthermore, the results of the external evaluation of EFSA that will become available in 2018 will provide insights and learning to further improve the evaluation context.

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<sup>(154)</sup> The tool is used for reporting purposes. The performance-monitoring tool combines information from other tools that are used in the evaluation context. The set of tools supporting the EFSA evaluation at organisational level are: Sciforma for human resources planning and monitoring; ABAC for financial resources planning and monitoring; microstrategy for the reporting of human resources and KPIs; business objects for financial reporting; risk assessment workflows for the monitoring and quantitative reporting of scientific outputs; and the exception requests workflow.

# Annex VIII: Risk management and internal control

## Revision of EFSA's internal control framework

Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision-making, taking into account risks to the achievement of objectives and reducing them to acceptable levels through effective controls.

EFSA's internal control framework is designed to provide reasonable assurance regarding the achievement of five objectives set out in Article 30 of the EFSA financial regulation: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities; and (5) adequate management of risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes and the nature of the payments concerned.

This framework supplements the financial regulation and other applicable rules and regulations with a view to aligning EFSA's internal control framework with the principles set by the European Commission. The latter were revised in April 2017 <sup>(155)</sup>. To keep up with these recent changes it was appropriate to update the 2008 EFSA internal control framework accordingly.

The revised internal control framework moves away from a purely compliance-based to a principle-based system, whereby the necessary flexibility is offered to adapt to specific characteristics and circumstances while ensuring robust internal control with a consistent assessment throughout EFSA. This approach aims at helping the authority to achieve its objectives and sustain operational and financial performance.

The revised internal control framework consists of five internal control components and 17 principles based on the COSO 2013 internal control — integrated framework.

EFSA's revised internal control framework is submitted for adoption by the MB in its December 2017 meeting to be effective as from 01/01/2018. The overall assessment of the presence and functioning of all internal control components will be conducted at least once a year, and for the first time at the latest in the context of the 2018 annual activity report.

## Risk management at EFSA

Risk management is a continuous, proactive and systematic process of identifying, assessing and managing risks to provide reasonable assurance as regards the achievement of objectives. Risk management helps to improve decision-making, increase operational effectiveness and set up risk-based internal control arrangements.

Risk management is part of the management of an activity, and all those performing each activity should also assess and manage the risks associated to it. At EFSA risk identification and

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<sup>(155)</sup> Communication on the revision of the internal control framework — C(2017) 2373.



business impact analysis are captured at the level of processes, projects and programmes, and it is the responsibility of the process, project and programme managers to manage the selection of the risk response and its implementation.

Following the EFSA internal control reorganisation several assurance processes have been revised, including corporate risk management. The revised process design will help to align the risk management methodologies used at EFSA at the process, project, programme and corporate levels; develop standardised risk management tools; and improve corporate monitoring and reporting for critical and/or cross-cutting risks.

DRAFT

# Annex IX: Draft work programme for grants and operational procurements 2019

## 1. Operational sourcing by strategic objective

**Table 43:** Operational sourcing by strategic objective

Strategic Objective (SO)	Indicative 2019 Budget
<b>SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment</b>	<b>4, 190, 410</b>
<b>Main areas</b>	
Generating, collecting, collating, synthesising and analysing evidence supporting preparatory work for evidence-based scientific assessment in EFSA including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides	
Statistical programming: provision of services to EFSA R coding, programming, ad hoc R consultation and provision of a scalable high-performance computing environment	
Expert assistance on drafting the main EU Summary Reports including analysis of anti-microbial resistance data	
Preparation for the re-evaluation of the safety of Bisphenol A	
Activities related to the assessment of GMO applications	
<b>SO2 — Widen EFSA's evidence base and optimise access to its data</b>	<b>1, 265, 520</b>
<b>Main areas</b>	
Establishment and maintenance of data collections supported by the Evidence Management unit	
Support in a series of activities linked to improvement of data quality, training of Member States.	
<b>SO3 — Build the EU's scientific assessment capacity and knowledge community</b>	<b>3, 354, 737</b>
<b>Main areas</b>	
Focal points agreements with EU/EEA Member States, Iceland and Norway	
Partnering grants	
Fellowship programme	
Specialised training courses on certain aspects of food safety RA	

Implementation of artificial intelligence approaches	
Provision of evaluation and feedback services	
Quantitative and qualitative target audience research	
Multimedia services for online and offline communications/videos	
Communication products and services: Infographics	
EFSA Journal	
Institutional and stakeholders relations	
<b>SO4 — Prepare for future risk assessment challenges</b>	<b>2, 913, 490</b>
<b>Main areas</b>	
Athropod vectors	
Development of machine learning solutions to support risk assessment	
Tracing food and feed products for outbreak investigations — dynamic exposure models	
Generation of representative occurrence data of zearalenone and its modified forms in food and feed samples with special focus on grains and grain-based products from different regions in Europe.	
Support for the preparatory work for the safety assessment of novel foods and traditional foods from third countries	
Implementation of cumulative risk assessment of pesticides	
EU efforts towards the development of a holistic approach for the risk assessment on Multiple STressors in bees	
Food and feed safety crisis-preparedness training	
Further development and update of EFSA’s Chemical Hazards DB	
<b>SO5 — Ceate an environment and culture that reflects EFSA’s values</b>	<b>5 ,819, 739</b>
<b>Main areas</b>	
Information Management Programme: Digital collaboration, New World of Work, Automation of Regulated Product workflows for EFSA food sector areas	
Expertise Management Programme	
Library Management Services	
Consultancy costs related to quality management	

## 2. Science programme: procurements and grants

### Introduction

The relevant EU regulations that govern the public procurement and grants procedures of EFSA are, in particular:

- Council Regulation (EU, Euratom) No 966/2012 of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002, as amended by Regulation (EU, Euratom) 1929/2015 of the European Parliament and of the Council of 28 October 2015 (the financial regulation); and

- Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union, as amended by Commission Delegated Regulation (EU) No 2015/2462 of 30 October 2015 (the rules of application).

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

Article 94(2) of the rules of application states that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement. In addition, Article 94(3) states that the work programme that contains the information set out in paragraph 2 shall be considered to be the financing decision for grants and procurements. With reference specifically to grants, Article 128 of the financial regulation states that: 'Grants shall be subject to a work programme, to be published prior to its implementation.'

## **Basic act and financing source**

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants.

- Article 36 of EFSA's founding regulation.
- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of EFSA's founding regulation with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission. In particular, Article 5(2) envisages that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules.

## **Budget line**

3210

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

Scientific cooperation between EFSA and Member States is a key priority for EFSA as it helps support the development of risk assessment capacity within the authority's remit by building on scientific expertise in Member States. To ensure the contribution of organisations from Member States and non-EU countries in carrying out scientific cooperation projects EFSA has implemented grant and procurement schemes.

The 2018 work programme on science grants and procurements is directly linked to the [EFSA strategy 2020](#), implementing Strategic Objectives 1, 2, 3 and 4.

## **Eligibility and exclusion criteria**

For grants:

- applicants must be on the Article 36 list adopted by the Management Board of EFSA on 19 December 2006, which is updated regularly, implying fulfilment of the criteria

laid down in the Commission Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Article 106 and 107 of the financial regulation and as listed in the EFSA guidance for tenderers available on the EFSA website.

For procurement:

- the rules for participating in EFSA's procurement procedures are detailed in the EFSA guidance for tenderers available on the EFSA website. Tenderers shall not be in one of the exclusion situations referred to in Article 106 and 107 of the financial regulation.

## **Selection and award criteria**

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

- economic and financial capacity (e.g. annual turnover);
- technical and professional capacity.

The proposals/tenders that meet the selection criteria and are compliant with the call specifications will be evaluated against the award criteria indicated in each call. In general in each call there is an assessment of quality and price (budget in case of grants). Below are examples of the most frequently used award criteria.

1. the methodology proposed for implementation (convincing justification and step-by-step explanation of the methodology).
2. the proposed project organisation and management by the applicant/tenderer (clarity of organisation of project into work packages, clear and detailed information on distribution of the tasks among the project team);
3. the proposed risk management approach (risks identifications and proposed mitigating actions);
4. measures proposed to meet deadlines;
5. measures proposed to guarantee quality of deliverables (special additional measures for quality assurance proposed for this particular project).
6. the cost effectiveness of the estimated budget (in case of grants)/the price (in case of procurement).

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

## **Maximum rate of co-financing for grants**

Up to 90 % of the eligible costs; however, the call for proposals may specify lower co-financing rates. Overall, regarding EFSA's grant schemes the following co-financing rates are applicable <sup>(156)</sup>:

- specific Article 36 grants — max. 90 % of the project's eligible costs;
- thematic grants — max. 50 % of the project's eligible costs;
- partnering projects — max. 50 % of the project's eligible costs;
- tasking grants — max 90 % of the project's eligible costs;
- joint scientific projects within the scope of Article 190 of the rules of application — max. 90 % for low value grants (max. EUR 60 000 EFSA grant amount) and max. 50 % for wider scope and long-term cooperation projects with Article 36 organisations mainly under a framework partnership agreement (FPA);
- focal point grant agreements — the co-financing rate of 70 % is already embedded in the lump sum;

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<sup>(156)</sup> The indicated co-financing rates are subject to modifications based on EFSA's decision.

- fellowship programme — the co-financing rate of 90 % will be embedded in the lump sum.

## **Monitoring the added value of science programme implementation**

KPIs for measuring the impact of the science programme in 2018 are expected to be fully implemented.

## **Indicative amounts available for calls for proposals/tenders for 2018 and indicative list of scientific activities to be outsourced**

The indicative budget of EUR 7.6 million for scientific projects in 2018 is 20 % lower than the 2017 budget of EUR 9.5 million for scientific activities due to EFSA's resource constraints. The scientific activities to be outsourced in 2018 will ensure the continuation of the projects initiated in 2017 and will comprise new initiatives directly linked to implementation of EFSA's Strategic Objectives 1, 2, 3 and 4. During 2018 the indicative list of scientific activities to be outsourced in 2019 will be defined.

### **3. Communication programme**

For the basic act and legislation, eligibility, exclusion, selection and award criteria see under section 2 of this annex, 'Science programme' — procurement.

#### **Budget lines**

3410, 3420, 3520

## **Indicative amounts available for calls for tenders for 2018 and indicative list of operational activities to be outsourced**

The indicative budget of EUR 2.36 million for the communication programme in 2018 in support of EFSA's strategic objectives 1-4 will, as an indication, cover processes and projects such as communications content development, content dissemination, *EFSA Journal*, social media, media relations, institutional and stakeholder relations, organisation of communication events related to specific scientific topics and the EU Agencies Network. During 2018 the indicative list of activities to be outsourced in 2019 will be defined.

### **4. Operational support**

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see under section 2 of this annex 'Science programme' — procurement.

#### **Budget lines**

3500, 3501, 3512, 3514, 3530, 3540

## **Indicative amounts available for calls for tenders for 2018 and indicative list of operational activities to be outsourced**

The indicative budget of EUR 8.9 million for operational support in 2018 in support of EFSA's strategic objectives 1-4, as an indication, will cover logistical support for meetings, operational

IT system running costs, various business transformation projects, consultancy costs related to quality management, the information management programme, organisational development, the expertise management programme, strategy support and library management services. During 2018 the indicative list of activities to be outsourced in 2019 will be defined.

## **General provisions**

### **Synergies with interagency and interinstitutional procurements**

EFSA is systematically exploring possibilities to join interinstitutional contracts and to share resources via launching or joining interagency calls.

### **Indicative schedule of calls for proposals and of calls for tenders for 2018**

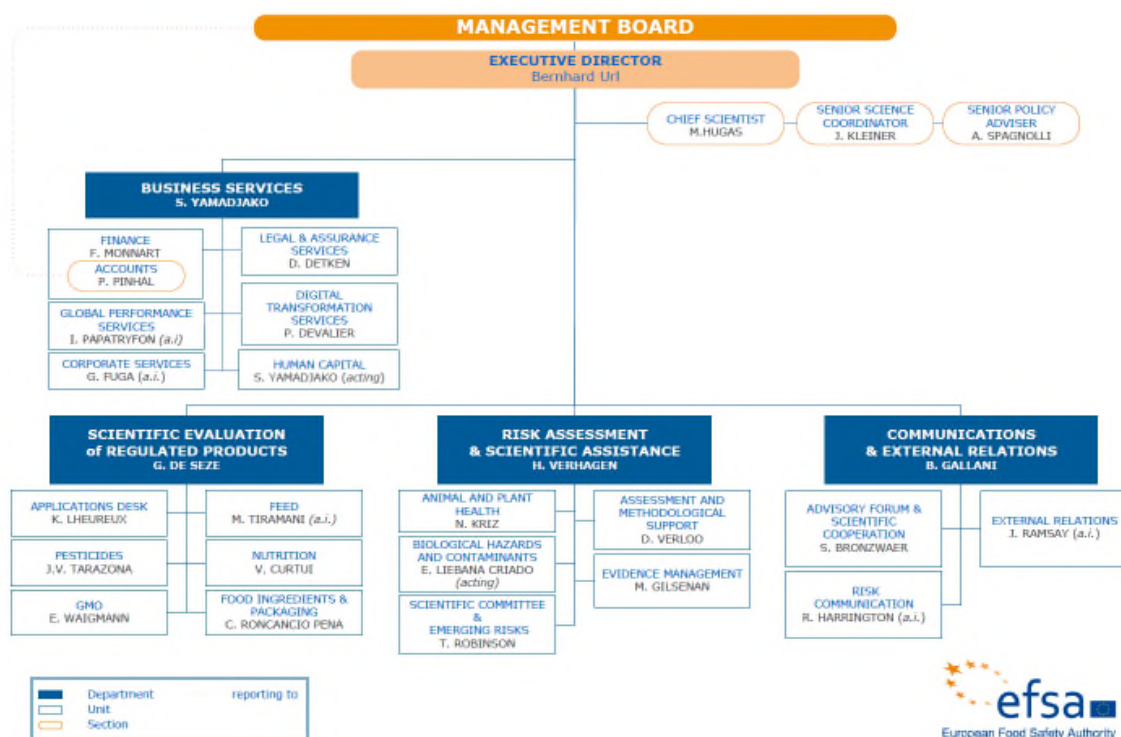
It is expected that the majority of the calls will be launched during the first half of 2018 <sup>(157)</sup>. Potential applicants/tenderers are invited to visit the list with the [forthcoming calls for tenders \(procurement\)](#) and [calls for proposals \(grants\)](#)

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<sup>(157)</sup> If a call for proposals/tenders is launched before the official approval of the budget a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2018 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

# Annex X. Organisational chart 2018

## 1. Organisation and organisational chart (1 October 2017)



Org. Structure 01/01/2017	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	S. Providers
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
<b>ED Total</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>5</b>	<b>0</b>
ED (incl. "ED Pot")	0	0	7	0	0	0	7	0	5	0
<b>REPRO Total</b>	<b>1</b>	<b>0</b>	<b>105</b>	<b>6</b>	<b>45</b>	<b>1</b>	<b>151</b>	<b>7</b>	<b>3</b>	<b>0</b>
REPRO HoD Office	0	0	2	0	2	0	4	0	0	0
APDESK	0	0	4	1	7	0	11	1	1	0
PRAS	0	0	36	2	18	1	54	3	0	0
GMO	0	0	16	1	5	0	21	1	0	0
FEED	0	0	15	0	2	0	17	0	0	0
NUTRI	0	0	11	1	3	0	14	1	0	0
FIP	1	0	21	1	8	0	30	1	2	0
<b>RASA Total</b>	<b>3</b>	<b>0</b>	<b>79</b>	<b>1</b>	<b>29</b>	<b>0</b>	<b>111</b>	<b>1</b>	<b>3</b>	<b>0</b>
RASA HoD Office	0	0	4	0	0	0	4	0	0	0
ALPHA	0	0	15	0	5	0	20	0	3	0
BIOCONTAM	0	0	22	1	4	0	26	1	0	0
AMU	1	0	12	0	4	0	17	0	0	0
DATA	0	0	14	0	10	0	24	0	0	0
SCER	2	0	12	0	6	0	20	0	0	0
<b>COMMS Total</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>3</b>	<b>0</b>
COMMS HoD Office	0	0	5	0	0	0	5	0	0	0
EXREL	0	0	7	0	4	0	11	0	0	0
RISKCOM	0	0	13	0	8	0	21	0	0	0
AFSCO	0	0	10	0	2	0	12	0	3	0
<b>BuS Total</b>	<b>1</b>	<b>0</b>	<b>100</b>	<b>4</b>	<b>37</b>	<b>4</b>	<b>138</b>	<b>8</b>	<b>1</b>	<b>49</b>
BuS HoD Office	0	0	3	0	1	1	4	1	0	0
FIN	1	0	22	0	5	0	28	0	0	0
FIN-ACCOUNT	0	0	2	0	0	0	2	0	0	0
HUCAP	0	0	18	2	9	1	27	3	1	0.5
LA	0	0	11	0	2	1	13	1	0	0
DTS	0	0	19	0	10	1	29	1	0	17
GPS	0	0	9	2	2	0	11	2	0	0
CORSER	0	0	16	0	8	0	24	0	0	31.5
	<b>5</b>	<b>0</b>	<b>326</b>	<b>11</b>	<b>125</b>	<b>5</b>	<b>456</b>	<b>16</b>	<b>15</b>	<b>49</b>