



# Programming Documents 2018-2021

Management Board meeting  
12 December 2017

# PRESENTATION SUMMARY

- Timeline, structure & content
- Key trends & resources outlook
- Highlights by strategic objective

# TIMELINE

## ■ December 2017:

- Adoption of FINAL Programming Document 2018-2020
- Adoption of Budget 2018
- Adoption of DRAFT Programming Document 2019-2021

## ■ January 2018:

- Programming Documents sent to Institutions (Council, EC, EP)

## ■ December 2018:

- Adoption of FINAL Programming Document 2019-2021

# STRUCTURE & CONTENT

1/3

- Alignment with the Strategy 2020 but adapted to budget constraints
- Strengthened results-based approach
- Addressed Commission opinion:
  - Resources outlook
  - **New** Appendix D: Project list per SO and expected result, timelines, resources, milestones, aimed benefits, linked projects
  - Annex III. Human resources 2018-2020 — quantitative: Establishment Plan updated

## STRUCTURE & CONTENT

2/3

- Structure updated, while maintaining the template:
  - Intermediate impact and outcome indicators moved from multiannual plan section to a **new** Appendix C
- Content updated
  - **Addition to new** Appendix C: Internal Control Framework indicators (COSO)
  - Annex VII - Evaluations: Evaluations framework described and Intervention Logic scheme **introduced**

# STRUCTURE & CONTENT

3/3

## Final PD 2018-2020

- ✓ Foreword – Mission statement – General Context
- ✓ Multi-annual programming 2018-2021
- ✓ Final WP 2018
- ✓ Detailed Budget 2018
- ✓ Appendices A, B, C, D
- ✓ Annexes I, II, III, IX
- ✓ Annexes IV, V, VI, VII, VIII, X

## Draft PD 2019-2021

- ✓ Foreword – Mission statement – General Context
- ✓ Multi-annual programming 2018-2021
- ✓ Draft WP 2019
- ✓ N/A
- ✓ Appendices A, B, C, D
- ✓ Annexes I, II, III, IX
- ✓ Annexes IV, V, VI, VII, VIII, X

# PRESENTATION SUMMARY

- Timeline, structure & content
- Key trends & resources outlook
- Highlights by strategic objective

# TRENDS OUTLINED IN MULTI-ANNUAL PLAN 2018-2021



**1. Increased workload and new tasks linked to certain core activities** in general risk assessment and evaluation of regulated products (SO1) and in preparedness (SO4)

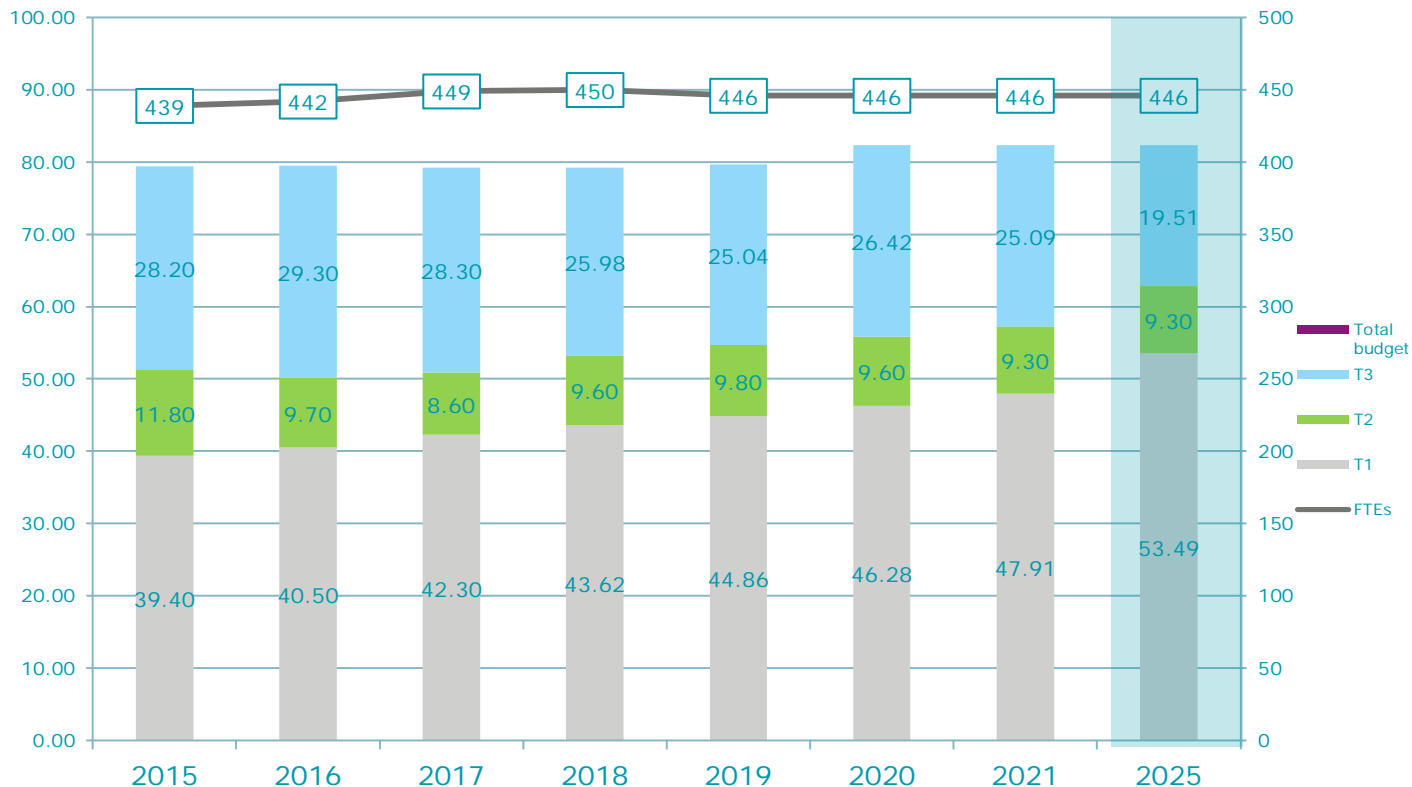
**2. Resources constraints** – stable budget, reduced establishment plan, staff costs increase



**3. Negative priorities**, impacting mainly developing activities under preparedness & methodological development (SO4), cooperation (SO3) and evidence management (SO2)



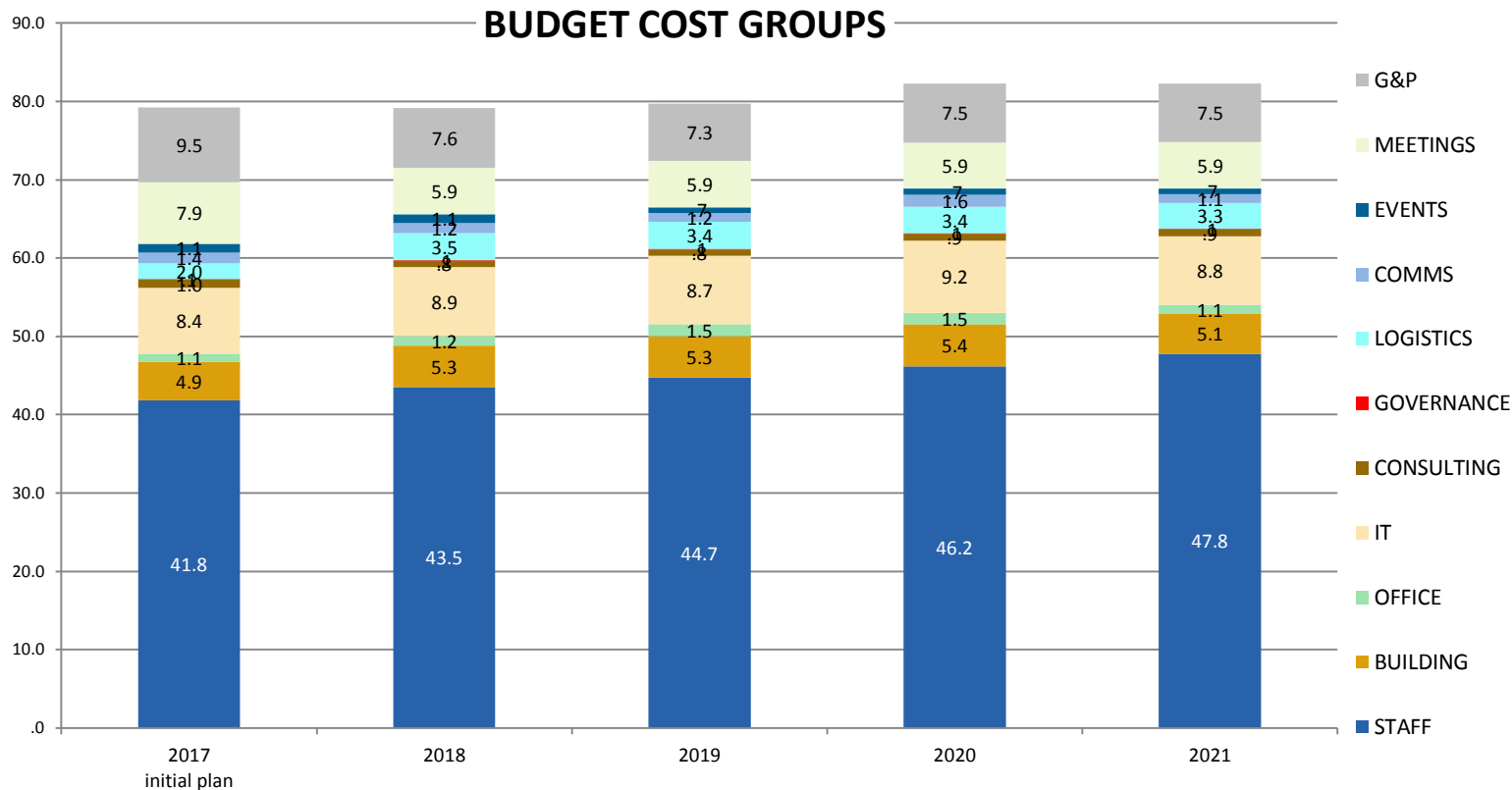
# BUDGET & RESOURCES EXPECTED EVOLUTION



# 2018-2021 CAPACITY AND RESOURCE OUTLOOK

INCREASE D DEMAND	<ul style="list-style-type: none"> <li>New tasks: pesticides/EDs, novel foods, plant health (26 FTE)</li> <li>Increased complexity +2%/year (22 FTE)</li> <li>Increased transparency &amp; engagement (22 FTE)</li> </ul>	average  <b>-70</b>
INCREASE D CAPACITY	<ul style="list-style-type: none"> <li>+4.6% occupancy rate (17 FTEs)</li> <li>Efficiencies: MATRIX, STEP 2018, Missions/travel...(43 FTE)</li> <li>Reduction of establishment plan 2014-2018 (-36 FTE)</li> </ul>	<b>+24</b>
CAPACITY BALANCE	<u>Average shortfall, to address via:</u> <ul style="list-style-type: none"> <li>➤ <del>New resources</del></li> <li>➤ Additional efficiencies</li> <li>➤ Flexible resource management</li> <li>➤ Negative priorities: slow down pace of strategic development</li> </ul>	<b>-46</b>
TOTAL	Value of demand vs capacity FTEs shortfall	<b>-4M</b>
	Value of Title III reduction	<b>-3M</b>

# BUDGET EXPECTED EVOLUTION

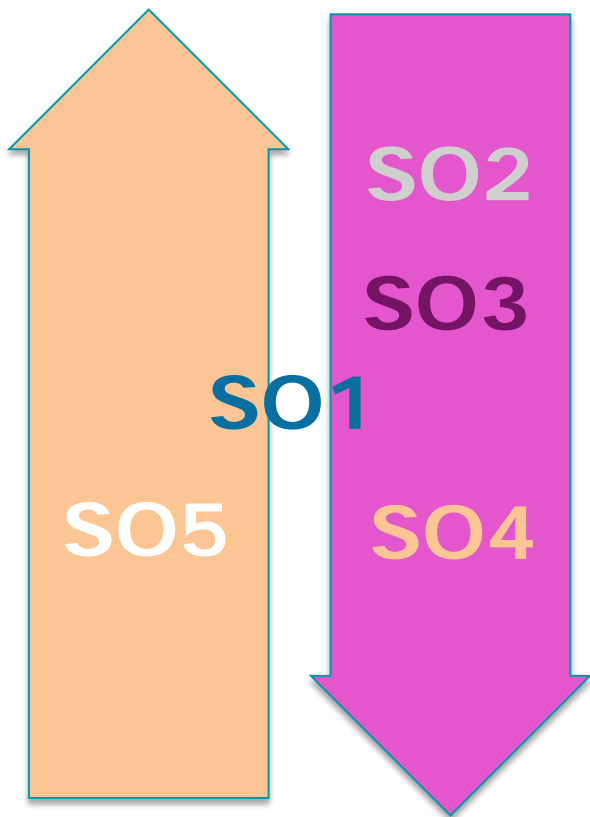


# HUMAN RESOURCES EXPECTED EVOLUTION

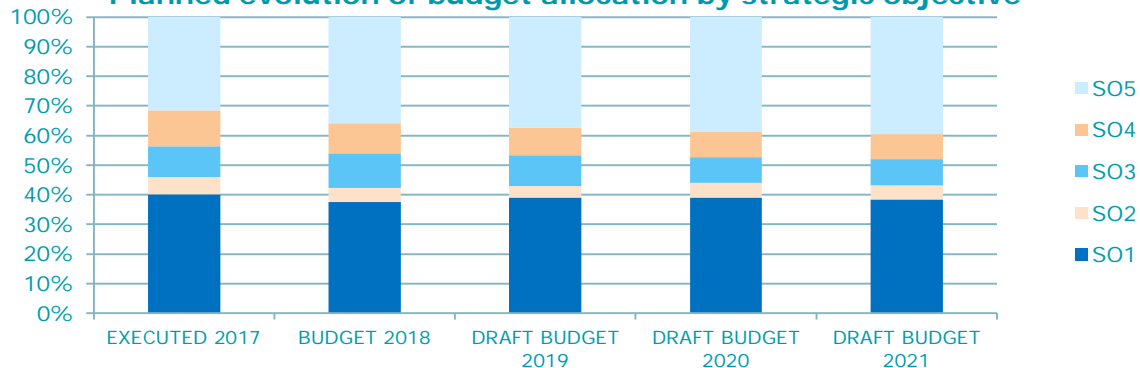
- Establishment plan realigned
- Assume continuity of 10 short term contract agents
- Control occupancy rate at 98%

HUMAN RESOURCES	2017	2018	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>

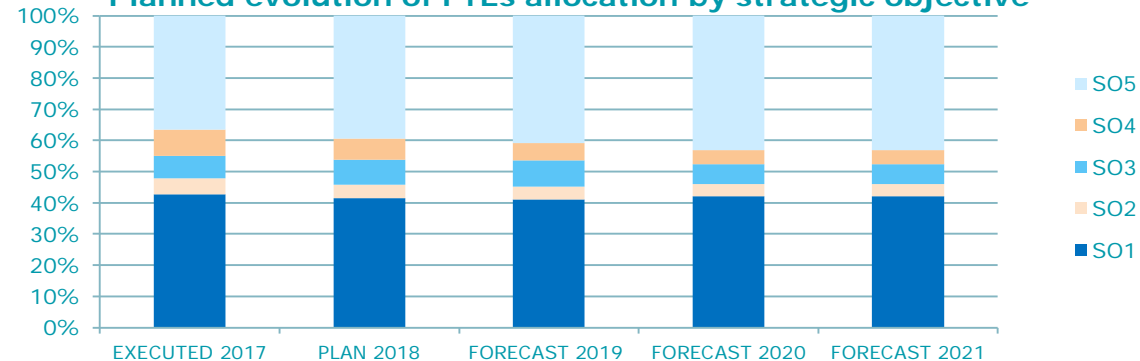
# RESOURCES ALLOCATION PER STRATEGIC OBJECTIVE



Planned evolution of budget allocation by strategic objective



Planned evolution of FTEs allocation by strategic objective



# PRESENTATION SUMMARY

- Timeline, structure & content
- Key trends & resources outlook
- Highlights by strategic objective

# MULTIANNUAL PLAN 2018-2021: KEY ELEMENTS

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

- **Increased workload and new tasks** linked to certain core activities:
  - General risk assessment: Plant health (plant pests categorisation, horizon scanning and surveillance, high risk plants)
  - Evaluation of Regulated products: Pesticides, Nutrition (novel foods), Feed additives, GMO, Food Contact materials (FCM)
- **MATRIX:** Dossier structure and e-submission, Workflows, Communication, in PRAS, GMO and FEED
- **TERA:** definition of commercially sensitiveness of data, external peer review concept, flash summaries of Panel decisions available
- **Social media:** expand to corporate communication on EFSA's priorities, brand ambassador, target group audiences

**Impact:**  
Increased  
**satisfaction** of  
stakeholders  
regarding EFSA's  
**scientific outputs**  
and  
the **scientific**  
**assessment**  
**process**  
and  
**communication**  
tools and materials

# MULTIANNUAL PLAN 2018-2021: KEY ELEMENTS

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

- Efficient cooperation with Member States on the data collections that underpin EFSA's scientific advice and the annual EU summary reports
- Intensify collaboration with Member States to encourage the publication of their data on **EFSA's data hub**.
- **Scientific Data Warehouse** will be broadened to:
  - bioinformatics (molecular typing data from whole genome sequencing),
  - structured data from regulated product applications
- **Open ScAIE/Knowledge junction** platform growing: provides scientific evidence and supporting materials used in food and feed safety risk assessments
- **Data DOI project**: Interface between EFSA and EU Open Data and IPCheM Portal in place

**Impact:**  
Increased  
**satisfaction** of  
stakeholders  
regarding  
EFSA's  
**evidence  
management  
services**  
and  
**fostered  
innovative  
reuse of data**



# MULTIANNUAL PLAN 2018-2021: KEY ELEMENTS

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

### At organisational level

- Implementation of common **EU risk assessment agenda** priorities and **new IT tool** for managing the Art 36 List
- Identification and take-up of **research priorities and enlarging funding sources/mechanisms**
- **International cooperation** - new **pre-accession** project, multilateral cooperation **methodological harmonisation and risk communication**

### At individual level

- **Expertise management programme**: panel renewal, competency library for staff and experts, competency management standardised, enabling strategic workforce planning for experts and staff
- **EUFORA** second cycle, training initiatives in crisis preparedness

### Using innovative ways

- **Artificial intelligence approaches**: pilot on cognitive computing and exploring collaboration and possible joint funding with sister agencies and the European Commission

### Impact:

1. Increased **efficiency** at EU and international level.

2. Increased **satisfaction** of partners regarding to the **building and sharing of risk assessment capacity** and

**a knowledge community** at organisational and individual level.

# MULTIANNUAL PLAN 2018-2021: KEY ELEMENTS

## Prepare for future risk assessment challenges

### Guidance

- Cross cutting guidance (TTC, chemical mixtures, substances in nano-form),
- Cumulative RA (RIVM), Bee health (ANSES), Environmental RA

### Preparedness

- Crisis preparedness, tracing methodologies
- Plant health - horizon scanning & surveillance of new plant pest outbreaks

### New methodological capabilities

- New methodologies of RA and surveillance: WGS, metagenomics, QPS, AMR
- Animal health on risk profiling of vector-borne diseases and on animal welfare indicators for farmed animals.

### Impact:

**1. Increased effectiveness of preparedness and response.**

**2. Increased satisfaction of stakeholders regarding EFSA's preparedness, methodologies and response**

# MULTIANNUAL PLAN 2018-2021: KEY ELEMENTS

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

- Accountability policy, based on four pillars:
  - Governance and decision-making, **completed** with science governance;
  - Results-based management **enhanced**, KPIs defined & streamlined, automated reporting;
  - Revamped assurance management, **implemented**;
  - Quality and continuous improvement with efficiency framework **implemented** in 2018.
- Expertise management programme - EFSA Academy, strategic approach to knowledge generation, exploitation and management
- Cooperation and collaboration among staff, experts, networks and stakeholders, **digitally enhanced for increased efficiency and** with improved cybersecurity
- Strategy 2025 and new MFF –
  - environment scanning / scenario planning launched; 3<sup>rd</sup> Scientific conference; external evaluation finalised;

**Impact:**  
**1. Sound  
operational  
performance**

**2. Efficiency**

# TIMELINE

## ■ December 2017:

- Adoption of FINAL Programming Document 2018-2020
- Adoption of Budget 2018
- Adoption of DRAFT Programming Document 2019-2021

## ■ January 2018:

- Programming Documents sent to Institutions (Council, EC, EP)

## ■ December 2018:

- Adoption of FINAL Programming Document 2019-2021