

Programming document 2020–2022

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Programming document

2020-2022

Trusted science for safe food

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

Adopted in Parma on 12 December 2018
For EFSA's Management Board

[NOT SIGNED]

Jaana Husu-Kallio
Chair of the Management Board

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Foreword

It is with great pleasure that I present to you the EFSA's Single Programming Document for 2020-2022. This document will guide EFSA's activities in the years to come. It will help us 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 its last year.

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 have been gathered from our third Scientific Conference, 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 are performing, and how the world thinks we are meeting our objectives. Societal demands for greater transparency and more robust risk assessment require EFSA to embrace continuous transformation in order to achieve greater connectivity, agility and value production. In the coming years EFSA will explore the future of data and data-driven science, advancing its scientific risk assessment, processes, procedures and scientific methods; EFSA will focus on deepening its relationship with partner institutions and will assist in leaning and optimising its processes refining their purpose.

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

Within this framework, our mission remains constant - we provide and communicate high-quality, timely 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, the national food safety institutions in EU Member States and our European sister agencies. Our common European risk assessment agenda guides us and our partners in enhancing risk assessment capacity, prioritising work and making efficient use of limited 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

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

⁽¹⁾ German Federal Institute for risk assessment

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

⁽²⁾ As of 01.07.2018, <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32017R0228&from=EN>

NUTRI	EFSA Nutrition Unit
NWOW	New World of Work
OECD	Organisation for Economic Co-operation and Development
OHSAS	Occupational Health and Safety Assessment Series
Open ScAIE	Open Scientific Advanced Information and Evidence Hub
PD	Programming document
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and their Residues
PRAS	EFSA Pesticides Unit
Prometheus	Promoting Methods for Evidence Use in scientific assessments project
PSC	project steering committee
QPS	Qualified Presumption of Safety
RA	risk assessment
RAMPRO	Risk Assessment Methodologies Programme
RASA	EFSA Risk Assessment and Scientific Assistance Department
REPRO	EFSA Scientific Evaluation of Regulated Products Department
ROA	Rapid Outbreak Assessment
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	Scientific Data Warehouse project
SEA	Stakeholder Engagement Approach
SNE	seconded national expert
SO	strategic objective
TBC	to be confirmed
TBD	to be defined
TDI	Tolerable Daily Intake
TERA	Transparency and Engagement in Risk Assessment project
VAR	variance
WGS	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 ⁽³⁾;
- communicating to the public on its outputs and the information on which they are based;
- developing and applying uniform methodologies for fit-for-purpose scientific advice on questions related to food and feed safety
- collecting and analysing data to allow the identification, characterisation and monitoring of current risks that have a direct or indirect impact on food and feed safety;
- cooperating with Member States, institutional partners and other interested parties/stakeholders ⁽⁴⁾ in the EU to promote coherent advice and increase trust in the EU food safety system;
- identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

Our vision

Trusted science for safe food.

Our values

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

- *Scientific excellence.* EFSA aims to provide fit-for-purpose and 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.* EFSA aims to communicate openly and promptly on its scientific work which 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. EFSA believes that regulatory science must keep pace with changes in the natural sciences, industry and society. EFSA 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.

⁽³⁾ 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'.

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

- *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. EFSA 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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Section I. General context

As an essential component of the EU food safety system, EFSA contributes to the overarching objectives ⁽⁵⁾ 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 2022 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 EFSA'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 transparent 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 considering resource implications. Greater openness and broader engagement with risk managers and other stakeholders provide opportunities for developing efficient data collection systems to support risk assessments and for strengthening communication and 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. The Management Board recommendations following the third external evaluation of EFSA focused on the same areas of priority aiming at strengthening EFSA's capacity to deliver fit for purpose scientific advice on time as well as improving EFSA's reputation via enhanced communication activities while maintaining the sustainability and efficiency of EFSA's science operating model.

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

Future scenarios for food safety and nutrition⁶, indicate that 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, 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 and nanotechnology — will continue to add to the complexity of the food chain and the task of risk assessment. Climate change is expected to increasingly affect the safety of our food chain.

⁽⁵⁾ http://ec.europa.eu/food/index_en.htm; http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index_en.htm

⁽⁶⁾ Mylona, K., Maragkoudakis, P., Bock, A.-K., Wollgast, J., Caldeira, S. and Ulberth, F., [Delivering on EU Food Safety and Nutrition in 2050 – Future challenges and policy preparedness](#), EUR27957 EN, Publications Office of the European Union, Luxembourg, 2016, ISBN 978-92-79-58916-4, doi:10.2787/625130

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 approach: all EU Agencies working on health closely together as if it were one big institute (ECHA, ECDC, EMA, EEA and EFSA).

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 through the increased use of artificial intelligence and digital technology. 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 the role of gut microbiota and omics) 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 foodborne outbreaks, along with new knowledge on the cumulative effects of chemical compounds and antimicrobial resistance (AMR, One Health approach), 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 be therefore increasingly important for EFSA, in collaboration with the wider risk assessment community in the EU and beyond, to partner with research institutes 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 insights 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.

The future of EU food safety and nutrition will be increasingly affected by the actions of global players — such as trade blocs and 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 Commission (CAC), the Organisation for Economic Cooperation and Development (OECD) and the European and Mediterranean Plant Protection Organisation (EPPO), as well as with non-EU countries and entities. 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 members currently provide support to 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. EFSA 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, on top of the possible impact of the 178/2002 regulation review, EFSA will continue to execute its core and supporting activities in line with EU legislation. This will be challenging as EFSA's resources have been reduced by 10 % over the 5-year period from 2013 to 2018 and will remain relatively stable until 2020. In fact, according to the Multiannual Financial Framework 2014-2020, the budget will slightly increase in 2019 and more in 2020, but EFSA will continue losing purchasing power (operations) due to increasing staff costs. Financial resources have become a serious bottleneck for EFSA's ability to deliver on-time advice to European Risk Managers. Increases in demand for more holistic advice together with steady increase in staff costs outpaces by far EFSA's ability to increase efficiency.

The period post 2020 will be governed by a new multiannual financial framework (MFF) that, in the current draft version prepared by the Commission, incorporates an increased amount of resources for EFSA in strict connection with the additional tasks introduced by the review of the 178/2002 regulation.

On top of the new tasks stemming from the 178/2002 review, there is an increasing demand for additional services 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. Moreover, EFSA is risking falling behind innovations in computational and data science capabilities which would allow the provision of more agile and fit –for purpose scientific advice.

Increasing efficiency will continue being a key element of the successful execution of core and supporting activities. EFSA will need to explore all possible solutions to achieve the needed efficiency gains, from closer collaboration with its partners, to innovative lean working methods and the definition of a prioritisation scheme and flexible resource management focused on results to address any potential resource bottlenecks. 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 further standardise and automate routine tasks of the Authority, while the use of collaborative digital platforms will help optimise the involvement of stakeholders and other potential contributors.

In view of the already existing considerable imbalance between the tasks and underlying workload requested to EFSA and the available resources, as well as the unfeasibility of absorbing this gap via further efficiency gains, additional tasks will need to be accompanied with the necessary human and financial resources (as it has partially occurred⁽⁷⁾ for the additional-work related to novel food, pest categorisation, plant pest horizon scanning system, plant pest surveillance system and high risk commodities dossiers) to ensure their execution in a performant manner.

European Commission proposal for a regulation on transparency and sustainability of the EU risk assessment in the food chain

The European Commission (EC) published its proposal on 11 April 2018 as a response to the outcome of the REFIT of the General Food Law and the European Citizens' Initiative "Ban glyphosate". In particular it did so with a view to increasing transparency of EFSA's risk assessment and making EFSA's functional model more sustainable. The proposal also aims at

⁽⁷⁾ Starting from year 2019, in connection with the additional tasks related to novel food, pest categorisation, pest horizon scanning system, plant pest surveillance system and commodities dossiers, EC has authorised the increase of the EFSA's establishment plan by 6 additional contract agent posts – out of the 25 EFSA requested – and the related budget increase by EUR 0.22 million – out of the EUR 2.50 million EFSA requested.

achieving better aligned and more coordinated risk communication between EFSA, the EC and Member States. The quality of studies on which EFSA bases its risk assessment of applications for authorisation is another area addressed. Accordingly, the Commission proposal is based on four pillars, namely:

1. **Transparency of risk assessment:** e.g. studies/data supporting applications for authorisation to be made public early in the risk assessment; limited list of areas where confidentiality requests may be granted, etc.;
2. **Quality and reliability of studies:** e.g. Register of studies, commissioning of verification studies, etc;
3. **Sustainability and governance of the EFSA system:** e.g. reimbursement for experts' national employers, MS involved in the Panel Member selection process, etc;
4. **Improved risk communication:** e.g. increased coordination between EFSA, Commission and Members States; general plan for risk communication, etc.

Overall, the aim of the proposal is to build more trust towards stakeholders and EU citizens and to make EFSA's risk assessment more robust for the future. The proposal is accompanied by a financial fiche of additional EUR 62.5 million and 106 FTEs to absorb the additional tasks outlined.

Within the year 2019 the fate of the proposal of the European Commission to amend the General Food Law (Reg. 178/2002) will be decided by the co-legislators. A positive vote accompanied with the necessary financial means to implement the new tasks would allow EFSA to make a big step forward in transparency of EFSA's scientific processes and sustainability of EFSA's Panel-centred science production model. A negative outcome of the legislative initiative would put EFSA under additional pressure: with the 178-amendment proposal expectations have been created that EFSA will pro-actively publish non-confidential data of studies which applicants submit as part of their authorisation dossiers. A failure of the proposal would thwart our abilities to deliver. However, it would not eradicate the expectations of society to scrutinise the industry-produced raw data. In this case an alternative plan will have to be developed to implement a similar level of transparency on a voluntary basis in a much slower co-development with industry. If adopted, the proposal would be implemented gradually and most likely within 2 years after its adoption.

The next Multiannual Financial Framework (MFF) 2021-2027 is being discussed simultaneously, however it is unlikely it will be adopted during this European Parliament legislative term. The development of the MFF negotiations is important as the monetary means envisioned in the EC proposal have to be ensured. While the increase in EFSA's budget would be gradual and a first increase is envisioned for 2019 and 2020 under the current MFF, resources for the continuation of the implementation of the proposal and continued future EFSA overall budget of EUR 142.5 million has to be ensured.

Section II. Multiannual programming 2020-2022 ⁽⁸⁾

1. Strategic objectives

EFSA's strategy 2020 ⁽⁹⁾ 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. With the prospect of an upcoming amendment of Regulation 178/2002 which will significantly influence our way of working, with the need to further streamline our scientific production processes (unlinked to the provision of the 178 amendment), with the need to start the preparation of the EFSA strategy 2027, a fourth programme the Architecture (ART) programme, is identified. This programme will mainly deal with organisational- and process design and will start in January 2019. All four programmes will be supported by a common transformation team.
- Each development project covers one or more aspects of the strategic objectives, and together they maximise the strategic fit of the multiannual programme. The 3rd external evaluation recommendations adopted by the MB in October 2018 fit well into the strategic objectives of EFSA 2020 strategy and the transformations envisaged within the ART programme. The Board's recommendations are integrated in the planned activities for 2019 and onwards. EFSA will report back on progress to the Board via the regular progress reports.
- A quarterly review of the portfolio ensures that projects stay aligned with the strategic objectives.

⁽⁸⁾ This section covers the final multiannual plan 2019-2021 adopted by the Management Board in December 2018 and the draft multiannual plan 2020-2022 endorsed by the Management Board in December 2018.

⁽⁹⁾ EFSA Strategy 2020, <http://www.efsa.europa.eu/en/corporate/pub/strategy2020>

The integration of the strategy implementation plan into EFSA's work programme during 2016, the subsequent review in 2017 and the strategy gap analysis in 2018, 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 founded 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, in 2017 and 2018 EFSA built the baseline and set targets covering the period until 2022. The performance framework is complemented by the application of evaluations and qualitative analyses on key projects, which is managed under a systematically applied process from 2018 onwards.

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2. Multiannual programme 2020-2022

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 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 legislations) or outbreaks of foodborne diseases.

After almost 4 years running and more than 80% of its transparency measures delivered, the Transparency and Engagement in Risk Assessment project (TERA project) was closed by the end of 2018. A limited number of measures for which implementation is still in progress are taken in charge by the Information Management Programme, the Expertise Management Programme as well as the upcoming Architecture programme. Meanwhile, at the end of 2018, a new round of consultations with stakeholders was kicked off to gather input for more transparency measures to support the new 'transparency and sustainability of the EU risk assessment model in the food chain' proposal.

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 (TSEs). In particular, work is envisaged for the following topics: Shiga toxin-producing *Escherichia coli* (STEC) and related public health risks posed by food; *Salmonella* control in poultry and related public health risks; control options for *Campylobacter* at primary production level; microbiological risks in frozen fruits, vegetables and herbs; use of super chilling techniques for transporting fishery products; conditions for cold storage of fishery products; Chronic Wasting Disease (CWD) in cervids; TSE/BSE risks; food hygiene and the risk of antimicrobial resistance (AMR) due to the presence of antimicrobials in feed. Scientific advice will continue to be provided for collecting and analysing whole genome sequencing (WGS) data in the joint ECDC-EFSA molecular typing database, as well as in the form of rapid risk assessments during outbreaks, both in cooperation with ECDC. 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.

In the area of animal health and welfare, EFSA will continue categorising animal diseases to support the new animal health law ⁽¹⁰⁾ and providing support to Member States in risk assessment and surveillance related to new outbreaks of emerging diseases, such as African swine fever, avian influenza and lumpy skin disease. EFSA has been tasked by the European Parliament to provide scientific advice on the welfare and killing of farmed rabbits for human consumption and by the European Commission to provide scientific advice on the killing of animals for human consumption and for purposes other than slaughter.

⁽¹⁰⁾ Regulation (EU) 2016/429 of the European Parliament and of the Council on transmissible animal diseases.

In the area of plant health, following the approval of the new plant health law by the European Parliament ⁽¹¹⁾, 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 **newly identified through the horizon scanning** and assessment of emerging plant health risks and provide scientific and technical support to Member States' surveillance programmes. In addition, EFSA will support the assessment of derogation requests **and commodity risk assessment required after the establishment of a list of high-risk commodities**.

In the area of contaminants, further work is expected to be based on requests for advice on heavy metals, process contaminants in food, non-allowed pharmacologically active substances in food of animal origin, masked mycotoxins and natural contaminants in food and feed, **along with the assessment of detoxification processes of contaminants in feed**. Scientific assessments will continue to be delivered in the form of the annual report on the results from the monitoring of veterinary medicinal product residues - based on data collected for the first time at sample-based level - and on other substances in live animals and animal products, and on NOAELs/LOAELs (No Observed Effect Levels / Lowest Observed Effect Levels) of contaminants in farm animals.

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 project ⁽¹²⁾ methodology. The new opinion will take into account the new scientific publications including the results of the NIEHS/NTP/FDA Clarity BPA study in 2018. In 2018 EFSA has launched an EU initiative for collaboration on Bisphenols, with the aim to promote interagency and MS cooperation and engagement while avoiding duplication of work and possible divergent opinions. Bisphenol S will be used as a case-study as, currently, it is being evaluated by Belgium/ECHA. Belgium, Sweden, Norway and France have expressed interest to join this collaborative platform.

In human nutrition, EFSA will continue its work on dietary reference values for sodium and chloride, advice on the Tolerable Upper Intake Level of dietary sugars, and advice on the appropriate age of introduction of complementary feeding into the infant's diet. These works adhere to protocols, which have been developed following Prometheus project's principles / systematic review-based approach.

Regulated products

The evaluation of applications for regulated products will continue to absorb a significant amount of EFSA's resources **allocated to scientific risk assessment**. EFSA will continue to provide support to applicants and will further streamline administrative procedures associated with applications, starting from reception 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 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 focus its work until 2020 in the re-evaluation of the sweeteners and it is anticipated that the re-evaluation of approved food additives **will continue throughout the 2019-2022** period. Activities related to the assessment of new food additives or proposed changes to approved food additives will be carried out in parallel.

Opinions on the safe use of additives in food destined for infants and young children, evaluated using the principles described in the Scientific Committee guidance adopted in 2017, are

⁽¹¹⁾ Regulation (EU) 2016/2031 of the European Parliament and of the Council on protective measures against pests of plants.

⁽¹²⁾ Prometheus Project: promoting methods for evidence use in scientific assessments project

expected to be completed during this period. Similarly, opinions prepared using new data generated in response to the programme set by the EC for the follow-up of scientific opinions on the re-evaluation of food additives are also planned for completion during this period.

As of July 2018, the evaluation of food flavourings is within **the remit of the Food Additives and Flavourings (FAF) Panel**. EFSA will continue working on the remaining food flavourings under evaluation on the EU list, and expects to receive an increased number of new applications on flavourings. The revision of the guidance on flavourings, although not an immediate priority, should be completed following an extensive stakeholder consultation.

The newly established CEP Panel, will be dealing with the evaluation of food enzymes, food-contact materials and recycling and processing aids (e.g. decontamination substances). In relation to food enzymes, a total of 304 applications have been submitted to the European Commission. The multiannual work programme for their evaluation will be revisited jointly with the EC, as an important number of new enzymes or extensions of use are going to be submitted by the applicants. **It is expected that in the period 2019-2021, the panel will adopt between 40 and 60 opinions on food enzymes per year.**

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 Network on Food Contact Materials will continue its work with the participation of Member States, in relation with the non EU regulated food contact materials. The European Commission is expecting EFSA to play a role in the evaluation of other food contact materials or in preparation of respective guidance documents.

EFSA will continue to assess the evaluation of the safety and efficacy of substances other than potable water used to reduce microbial surface contamination from products of animal origin.

EFSA will continue assisting the EC and Member States in the assessment of alternative processing methods for the processing of animal by-products (ABP), including the assessment of the end point in the manufacturing chain of fertilisers.

EFSA will continue working on the outstanding re-evaluations for feed additives received in 2018. It is expected that the re-evaluations for feed additives will **continue in 2019** with the goal of having them **finalised by 2020**. Depending on the possible request to deal with more general questions, the timelines of the programme on re-evaluations might be reconsidered. Assessment of renewal applications will continue in 2019.

As of July 2018, the NDA Panel took over the evaluation of nutrient sources and 'other substances' added to food, task which was previously performed by the ANS Panel.

Following the implementation of the new novel food regulation, which laid down provisions for centralised risk assessment of all applications for novel foods and a notification procedure for traditional foods from non-EU countries, EFSA faces a substantial pressure in the area of novel foods. 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 took over from the JRC the sequencing quality check for new applications upon implementation of the new sequencing guidelines (October 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. EFSA has also been requested to review the fitness of its risk assessment guidelines for GMOs in light of new developments such as gene drive and synthetic biology applications.

The volume and complexity of EFSA's work in the area of pesticides will increase significantly. This is due to growing demands to assess substances according to new data requirements and the use of higher-tier assessments. EFSA is expecting additional tasks linked to the assessment of pesticides required to control serious dangers to plant health, the implementation of the hazard-based criteria to identify endocrine disruptors and the assessment of co-formulants used in plant protection products.

The assessment of potential risk of pesticides residues in food to consumers will remain a key EFSA core task, and following years of methodological developments by the PPR Panel, the annual report on pesticide residues will progressively include assessments of the cumulative risk

associated to residues from different pesticide active substances. Additional support to the Commission regarding the Codex Committee on Pesticide Residues and OECD activities are currently under discussion. 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 basis of its scientific work. 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. More-contextualised communications are key elements in EFSA's engagement with its target audiences and this will be further developed in the coming years.

During 2019-2022 EFSA will focus on: strengthening clarity of communication and adapting information delivery to new trends; better understanding and meeting target audience needs through social research and monitoring; improved evaluation of the impact of EFSA's communications; building awareness, understanding and recognition of EFSA in the EU and beyond; and promoting coherence in risk communications through further coordination 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 as well as standing and ad hoc engagement platforms. In 2019 the Stakeholder Engagement Approach (SEA) will be reviewed and will pave the way for any refinements in the way EFSA engages with stakeholders and in line with strategic direction given by Management Board recommendations arising from the third external evaluations of EFSA carried out in 2018. 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 John Wiley & Sons, the editorial quality and accessibility of EFSA's scientific outputs continue to improve and EFSA's assessments are disseminated via a wider range of channels relevant to the scientific community, including the key bibliographic databases in the life sciences/health sciences. The Wiley Online Library (WOL) has made available a new generation of usage and impact statistics. The use of industry-standard plagiarism tools ensures that EFSA's scientific assessments are original. The Editorial Advisory Board appointed in 2017 will monitor the performance of the Journal and ensure that it is well placed to meet 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 2018 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 as impactful and accessible as possible to its different audiences.

EFSA will invest more in engaging proactively with print, broadcast and online journalists to maximise its outreach activities and to bring its work to larger audiences through the media. This will be supported by developments in media monitoring and the roll-out of media training initiatives for EFSA staff and experts.

The Media Relations team will continue to develop its monitoring and analysis of media coverage of EFSA's work, including the production of quarterly reports. It will support and develop media training initiatives for EFSA staff and experts and continue to engage with the media to support the work of journalists reporting on EFSA.

Key development projects

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. In 2019, EFSA will build upon the experience of, and collaborate with, ECHA to continue implementation of the MATRIX project which aims to move from a paper-based system for submission and management of regulated products applications to electronic based e-submission and evaluation of regulated product applications. EFSA will also collaborate with DG SANTE on the implementation of a food system common authorisation procedure (FSCAP) administrative workflow for food additives, enzymes, flavourings and food contact materials, extending the existing functionality that is currently in place for novel foods and enabling an end-to-end tracking of regulated product application lifecycles across food sector areas. In addition, EFSA will continue to engage with stakeholders to define and agree on confidential parts of application dossiers for applicable food sector areas and to explore the use of OECD (Organisation for Economic Co-Operation and Development) standards for data exchange and the IUCLID (International Uniform Chemical Information Database) software application developed by ECHA.

SOCIAL MEDIA

The on-going implementation of a multiannual social media (SoMe) strategy will further 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 will continue 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. Use of a smartphone staff advocacy tool to support the amplification strategy and facilitate sharing content on the main SoMe platforms, was trialled in 2018 and will be incrementally expanded over next year and beyond.

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 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 foodborne outbreaks, antimicrobial resistance, pesticide residues, veterinary medicinal product residues and transmissible spongiform encephalopathies (TSEs). EFSA will continue to streamline its evidence-management activities by implementing its SSD2 (standard sample description, version 2) data reporting standard across several chemical domains (i.e. contaminants, pesticide residues, veterinary medicinal product residues).

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 access to data. The SDWH, open to the general public since 2016, will be extended to include molecular typing data from WGS and structured data from studies used in regulated product applications (Matrix project).

Building on EFSA's achievements to become a more open data organisation, it is envisaged that raw monitoring and survey data in the SDWH will be made accessible to all stakeholders including the general public (Data DoI project).

With a view to improving data exchange and interoperability, considering 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. In addition, dissemination of EFSA's FoodEx2 food classification and description data standard will continue at European and international level to improve data interoperability and data exchange.

Further exploration will be done on how contest-based crowdsourcing and collaborative crowdsourcing can provide value for EFSA activities, which will make available the necessary information for implementing this in EFSA's risk assessment workflow.

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 AND DATA DOI PROJECTS — KNOWLEDGE JUNCTION-R4EU

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. In this context, a dedicated interface will be built to allow automatic transfer of EFSA metadata to the European Open Data Portal (EU ODP) augmenting the visibility and accessibility of EFSA scientific evidence.

- DAMA PROJECT

Every year EFSA has to ensure sufficient data storage and fit-for-purpose computational power to support its data collections, to allow proper data management and to ensure fast and reliable data analysis. To address the increase of volume of collected data and the increasing complexity of the data analysis models, modern, cheaper and more scalable solutions are essential to address current and future challenges. In this context, the Data Management and Data Analysis (DAMA) project, under the umbrella of the Information Management Programme, will implement 'on-the-cloud' solutions for the Scientific Data Warehouse (SDWH), the Data Collection Framework (DCF) and the R4EU

platform. This will allow flexibility and scalability as well as the possibility to have the right storage and the right computational power 'as needed' and 'for a defined period of time' (i.e. 'pay-per-consumption' model).

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 900 scientific experts for the development of its scientific advice and a network of 1700 scientific experts. To maintain and regenerate this pool of experts, EFSA took 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. The current EC proposal on transparency and sustainability of the risk assessment process that is currently under co-decision procedure, if adopted with the accompanying resources means, would significantly impact on the capacity of EFSA to redress Member States for their contribution to EFSA's work and overall to the European project.

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 (EU sister agencies, the Joint Research Centre of the European Commission, Reference Laboratories) and international networks and fora so as to ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation.

Strengthening cooperation with EU-sister Agencies - namely EEA, EMA, ECDC and ECHA - and guiding a more strategic partnership will be at the centre of activities in the years to come. Cooperation agreements with international organisations, such as WHO, OECD, and third country organisations, such as US, Canada, China, Japan, will continue to be the basis for EFSA's operations at global level, in support of the EU international agenda.

At EU level, activities to strengthen work sharing, joint projects with Member States and capacity building include the implementation of a new approach to manage the Article 36 network with a greater involvement of Member States authorities, the implementation of new Focal Point agreements on performance-based management- and the implementation of common risk assessment agenda priorities. The EU risk assessment agenda provides a *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. EFSA will build up on the outcome of the first Risk Assessment Research Assembly (RARA) conference in 2018 and the interactions with various Directorate-Generals in the EC in charge of research and innovation activities. 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. Scientific cooperation tools will be refined in light of the strategic recommendations from the Management Board in 2019 as well as lessons learnt from the review of scientific networks and other scientific cooperation activities.

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 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 foodborne outbreaks, in close cooperation with ECDC. EFSA applied for a new pre-accession project in 2017 to allow networking and training activities with pre-accession countries to continue.

At 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 operations of recently established liaison groups on harmonisation of methodologies and of 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. EFSA will further strengthen activities with international organisations to support the EC in its international obligations, such as at CODEX, WHO, FAO, OIE, OECD, EPPO, to mention but a few. The later will also contribute to support the EU in its commitments at global level and, in particular, in support of the UN Sustainable Development Goals.

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 as well as the streamlined job profiles are currently supporting the overall EFSA competency management processes, by encompassing attraction, selection, on-boarding, learning & development and talent management and by also enabling strategic workforce planning for experts and staff. An EFSA Academy concept is envisaged 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. In line with the strategic objective to build an adequate and sound scientific assessment capacity and knowledge community, the Expertise Management Programme (EMP) will focus on mapping and supporting the management of EFSA expertise by fostering flexibility, internal mobility and competency-awareness of staff and experts. The programme is currently supporting the analysis of the IT landscape, where the tools to effectively manage the expertise will be implemented. Among these, the programme aims at fully aligning the EFSA's competency-based approach with the EU systems such as the Human Resource Management System (SYSPER), at tool level, and the European classification of Skills, Competences, Occupations and Qualifications (ESCO), at European methodology level (based on European Qualification Framework principles). The programme also aims to reinforce the image of EFSA as an attractive workplace. EFSA 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. Scientific cooperation among Member States and capacity building will be further boosted through tasking grants schemes and the exchange of expertise..

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 piloted 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 as well as 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 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 coming years, 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 further development of methodologies enabling back and forward traceability of foods following a foodborne outbreak will also be in the focus, while 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 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 has built 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. With the new mandate on the risk assessment of "high-risk plants, plant products and other objects", EFSA will be asked by the Commission to provide a substantial number of commodity risk assessments.

Continuing the preparedness work in the area of animal health and welfare, EFSA 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 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).

Cross-cutting guidance-development work will continue in the Scientific Committee with the 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. Guidance on the human risk assessment of substances present in nano-form will be tested and developed for the environmental risk assessment. Further follow-up activities analysing the data available on the issue of non-monotonic dose response will be completed. Work on guidance specifically on the use of epidemiological data in scientific assessments and more generally on evidence appraisal will continue. Work on reviewing the area of synthetic biology with a view to assessing the applicability of existing guidance for risk assessment to this area will be started with the aim to start delivering in 2020. 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 required the development of risk assessment strategies in 2017. EFSA has also been requested to review the fitness of its risk assessment guidelines for GMOs in light of new developments such as gene drive and synthetic biology applications. Work on reviewing the area of synthetic biology with a view to assessing the applicability of existing guidance for risk assessment to this area will be started with the aim to start delivering in 2020.

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 ⁽¹³⁾.

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 (ERA) in order to address environmental and ecological variability. The project is about the development of a platform of

⁽¹³⁾ 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.

data and tools to support the landscape-based ERA for all areas where EFSA is responsible for the assessment of environmental risks. A roadmap for the development of a pilot platform should be delivered by the end of 2019. This will complement EFSA's ongoing work on the development of a multidisciplinary approach to the risk assessment of honeybees.

Key development projects

RISK ASSESSMENT METHODOLOGIES PROGRAMME

The risk assessment methodologies programme (RAMPRO) drives the coordinated identification, prioritisation and management of projects in three main areas: harmonisation of risk assessment methodologies and use of evidence, chemical risk assessment for human and animal health and environmental risk assessment of chemicals. The programme's objective is to take advantage of synergies among projects developing new methodologies and to achieve a harmonised use of the new methodologies in the above-mentioned areas of RA. To this end, a systematic approach in developing, implementing and measuring the resulting benefits is applied. The programme stimulates scientific cooperation across EFSA as well as between EFSA and centres of excellence in and outside the EU. It also facilitates the implementation of EFSA's scientific solutions and methods. A list of the projects coordinated under the Programme is included in the Appendix D.

OPEN SCAIE PROJECT — KNOWLEDGE JUNCTION

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 [Knowledge Junction](#)⁽¹⁴⁾ 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. Models linked with guidance documents or opinions will be available through the Knowledge Junction while standalone browser run versions will be made increasingly available through the R4EU platform.

⁽¹⁴⁾ Also mentioned in SO2.

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

At mid-term through the current strategy cycle 2016-2020, EFSA is taking stock of progress made and has embarked in the preparation of its next strategy, starting from the recent 3rd Scientific Conference and the scanning of the external environment for key changes, trends, drivers and opportunities, and continuing with the definition of the new vision and strategic objectives to cover the new EFSA post-2020 Strategy.

In this context, 2019 will be a year of institutional changes at EU level, with the European elections in the European Parliament in spring 2019, and the new European Commission that will start its mandate in autumn. Also, important political moments will occur during the year, such as BREXIT and the finalisation of the negotiation for the next multi-annual financial framework (MFF). This represents an important momentum for EFSA in a period where the Authority will be preparing its new strategic frame and implementing the Management Board Recommendations following the third external evaluation. The expected finalisation of the co-decision procedure on the EC proposal on transparency and sustainability in the risk assessment process (review of EFSA's Founding Regulation) will constitute a major landmark for the Authority in 2019. In view of the timing, it is expected to have an impact on EFSA's operations throughout both strategy cycles; moreover, the nature of the proposal, focused on transparency, co-design with Member States and partnership with Institutions and Member States on risk communication, can be seen as an enhancement of the current EFSA strategic objectives and a bridge towards the new one.

To ensure a smooth transitioning amidst increasing expectations, continuing resource constraints and a higher level of uncertainty and ambiguity, EFSA will focus on efficiency and overall accountability. It aims to comply with the highest standards of performance and integrity by fostering an accountability framework in line with the new integrated control framework and based on the pillars of clear governance, a results-based approach, unified assurance management and quality and continuous improvement at all dimensions including people, processes, technology and information. In this transformation journey, optimising and leaning current ways of working (core and transactional), in an evolving risk assessment context as depicted during EFSA's Third Scientific Conference, and securing an adequate level of resources (budget and people) will be essential to take EFSA's strategy 2020 ambitions to the next level; i.e. towards sustainable scientific excellence and greater connectivity, agility and value production. These efforts will be underpinned by increasing collaboration, innovation and digitalisation and by optimising human, technical and financial resources.

Key development projects

ART PROGRAMME

To ensure a focused and efficient generation of results, EFSA will consolidate all organisational development initiatives aimed at improving EFSA's processes and its organisational architecture to address the expectations for efficiency and improved responsiveness in a fourth programme called ART, which will mainly deal with designing an integrated ARchiTecture covering processes, organisational design within EFSA and across its ecosystem, technology and information. The ART programme, to be launched in January 2019, will anticipate the future of data and data-driven science advancing EFSA's scientific risk assessment, processes, procedures and scientific methods; it will focus on deepening EFSA's relationship with partner Institutions; it will assist EFSA in leaning and optimising its processes refining their purpose; it will address the changes stemming from the Commission's 178 review proposal, shall it materialise.

EXPERTISE MANAGEMENT PROGRAMME

With the view of enhancing and optimising EFSA processes, the Expertise Management Programme will provide support both to DoIs management and the meeting organisation. Specifically, within the independence policy objectives, the programme will deliver a complete DoIs solution for panel members and working groups' experts in partnering with the Information Management Programme. In parallel the programme is complementing the travel management

process with the elaboration of a business case to review the process supporting the organisation of scientific meetings in EFSA.

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**

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 2018-2020. 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 by means of virtual communities supporting networks, working groups, scientific panels, project teams and knowledge communities and by delivering a new EFSA intranet.

- **NEW WORLD OF WORK**

The New World of Work project will introduce new IT tools, 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 2019-2021

3.1. Preamble

The EU's MFF (Multiannual Financial Framework) for 2014-2020 translates the EU's political priorities into financial reality. For EFSA — considered a 'cruising speed' agency — this entailed a reduction of 1 % of posts in 2018 (4 posts ⁽¹⁵⁾), 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. Under this MFF no increase of posts was envisaged. Moreover, the share of staff costs has risen steadily from 49 % in 2012 and will reach 56 % in 2019 (Figure 1, Table 1), as rises in salaries and occupancy rate are not offset by reductions in the establishment plan. The planned budget increase for year 2020 is only expected to cover for the salary expenditure inflation.

Table 1. Evolution of financial expenditure by Title (EUR million) according to statement of estimates of the European Commission for 2019-2020 and to the draft MFF for 2021-27

Expenditure categories	2015	2016	2017	2018	2019	2020	2021	2022
Staff expenditure (T1)	39.4	40.5	42.0	43.5	44.7	45.6	46.9	48.1
Share of T1 over total budget	49.6%	51.0%	53.0%	55.0%	55.9%	55.2%	55.6%	55.9%
Infrastructure expenditure (T2)	11.8	9.7	8.7	9.7	9.9	9.7	9.3	8.8
Share of T2 over total budget	14.9%	12.2%	11.0%	12.3%	12.4%	11.7%	11.1%	10.2%
Total staff and infrastructure expenditure	51.3	50.2	50.7	53.2	54.6	55.2	56.2	56.8
Operational expenditure (T3)	28.2	29.3	28.5	25.9	25.4	27.4	28.0	29.1
Share of T3 over total budget	35.5%	36.8%	36.0%	32.8%	31.7%	33.1%	33.3%	33.8%
Total budget excluding 178 review	79.5	79.5	79.2	79.2	80.0	82.6	84.2	85.9

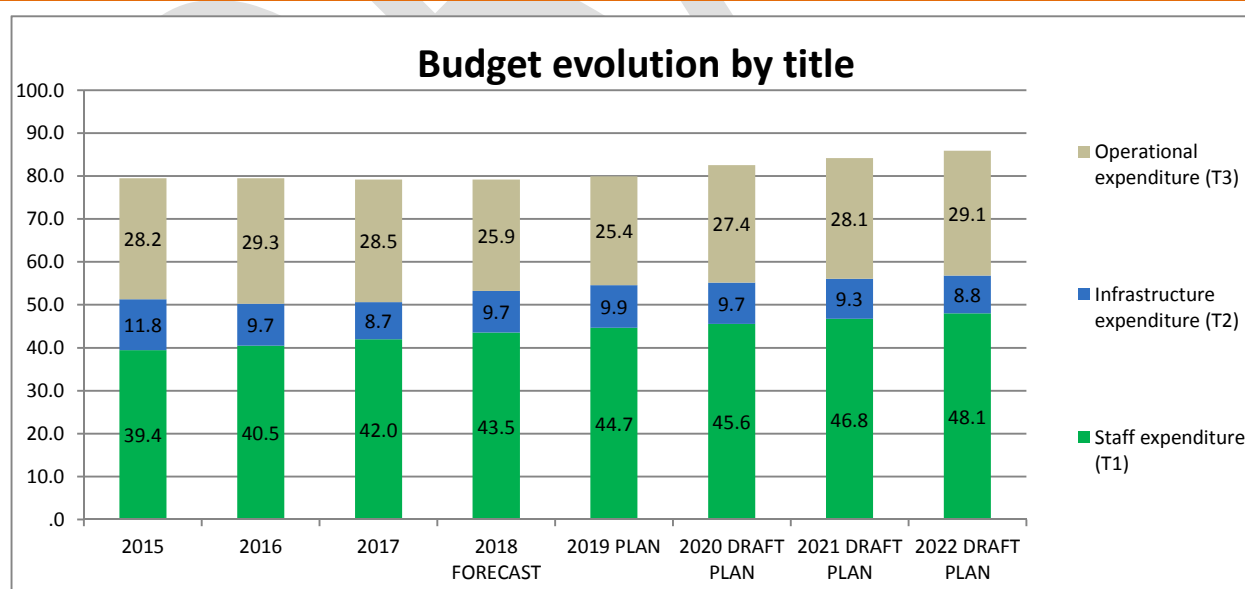


Figure 1: Evolution of the budget by title according to statement of estimates of the European Commission for 2019 and 2020, and to the draft MFF 2021-27 not considering the 178 review impact.

⁽¹⁵⁾ –4 provided for in the MFF.

The restricted resource availability under the current MFF 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.

In view of the above, EFSA requested an increase of EUR 2.5 million and 25 FTEs for year 2019 and the following years. EFSA acknowledges that its strategic needs – and the connected resource needs – have been seriously considered by the budgetary authorities. In fact EFSA's request was partially accommodated by the Budgetary Authority for the year 2019 with a EUR 0.22 million and six (6) contract agent posts increase to make front to the increase workload in the area of Novel Food applications and Plant Health High Risk Commodities applications.

3.2. Overview of current situation: demand vs supply

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 EFSA panels and its Scientific Committee requests, internal EFSA projects and work stemming from Commission and Member State common priorities (e.g. new data collections, new methodologies, and new cooperation tools).

In 2019-2020 EFSA will still face challenges if it is to realise its strategic plan 2020, calling for strict resource management and effective prioritisation of activities to yield the best results, for example balancing out:

- 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 2019-2020 reflects the following main drivers regarding the balance between capacity and demand.

Changes in demand ⁽¹⁶⁾

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 large batches of work even if predictable, have added significant peaks of work in particular areas, such as in the area of pesticides, food additives re-evaluation and food enzymes⁽¹⁷⁾ - leading in some cases to backlogs, or to deadlines' renegotiations 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.

⁽¹⁶⁾ 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.

⁽¹⁷⁾ To address these, 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.

- 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 are generating 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 continue to 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 also intensify. A significant new task requires EFSA to work on high-risk plant commodities over the coming years. In particular, EFSA has been tasked to prepare a guidance document **by March 2019** 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, 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 **from autumn 2018 onwards, with clear effect in 2019 – 2021 period**.

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 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.
- An additional example of the increased complexity of risk assessments concerns the production of the Rapid Outbreak Assessments (ROAs) for foodborne outbreaks produced jointly with ECDC. In the past years (up to mid-2016), EFSA was requested to contribute to the joint ROAs only by providing information from the zoonoses database as background information for the assessment. Since the end of 2016, EFSA has been contributing to these joint assessments by providing an in-depth analysis of food data shared by Member States in the Rapid Alert System for Food and Feed (RASFF), including the robustness of the link to the suspected food source, based on epidemiological and analytical data. The activity increased even more in terms of workload and complexity due to the development and the large use of Whole Genome Sequencing (WGS) methodologies that support/increase the early identification of outbreaks that previously remained undetected (classified as sporadic human cases).

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 impact expressed as human resource demands ⁽¹⁸⁾ from these sources, to be monitored and updated regularly.

Table 2. Drivers of human resource demand increase (FTEs) ⁽¹⁹⁾ numbers in each column represent the cumulative increase up to that year.

SOURCE		2015	2016	2017	2018	2019	2020	2021	2022
Increased complexity ⁽²⁰⁾		- 4.0	- 8.0	- 12.0	- 16.0	- 20.0	- 24.0	- 28.0	-32
Increased workload ⁽²¹⁾	Novel foods			-6.0	- 10.0 ⁽²²⁾	- 10.0	- 10.0	- 10.0	-10.0
	Pesticides (criteria for endocrine disruptors)			- 3.0	- 3.0	- 3.0	- 3.0	- 3.0	-3.0
	AIR III and AIR IV (additional tasks)			- 7.0	- 7.0	- 7.0	- 5.0	- 5.0	-5.0
	Co- formulants in plant protection products						- 2.0	- 2.0	-2.0
	Pest categorisation, pest horizon scanning system, and plant pest surveillance system and high risk commodities dossiers			- 5.0	- 6.0	- 11.0	- 11.0	- 9.0	-9.0
	EU Agencies Network (coordination)		- 1.0	- 6.4	- 0.6	-1.0 ⁽²³⁾	-1.0	-1.0	-1.0
Increased work load total		0.0	-1.0	-21.4	-22.6	-32.0	-32.0	-30.0	-30.0
Increased transparency and engagement		0.0	-8.0	-13.0	-18.0	-23.0	-23.0	-23.0	-23.0
Total demand to be covered		-4.0	-17.0	-46.4	-56.6	-75.0	-79.0	-81.0	-85.0

Resource availability

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

⁽¹⁸⁾ 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.

⁽¹⁹⁾ 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.

⁽²⁰⁾ Calculated as 2 % of resources per year, as a minimum estimate.

⁽²¹⁾ 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.

⁽²²⁾ The estimate calls for the receipt of requests over 2018 and 2019 generating 25 FTEs each year but which have been spread out over five years as a more realistic plan of absorption (10 FTEs per year)

⁽²³⁾ As of 2019 the -1 FTE refers to the effort of the Head of the shared services office of the EU Agencies network, which will be hosted in EFSA but whose costs will be mutualised by all EU Agencies and thereby having a minimal impact (no budget is requested for this post).

- 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 digitalising 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, numbers in each column represent the cumulative increase/decrease up to that year

SOURCE	2015	2016	2017	2018	2019	2020	2021	2022
Efficiency gains total	15.3	20.8	23.5	35.6	41.9	49.7	66.2	80.2
Increased occupancy rate impact	4.0	8.0	17.0	20.0	16.0	16.0	16.0	16.0
Post reductions	-18.0	-25.0	-32.0	-36.0	-36.0	-36.0	-36.0	-36.0
Additional CA posts authorised by EC for Novel Foods and High Risk Commodities					6.0	6.0	6.0	6.0
EU Agencies Network (coordination)					1.0	1.0	1.0	1.0
Total generated capacity	1.3	3.8	8.5	19.6	28.9	36.7	53.2	67.2

The capacity generated via efficiency initiatives is further detailed in Appendix D table 32a.

Demand vs availability balance

As shown in Table 4 below, the increases in demand for human resources and the expected availability are not balanced, with an estimated shortfall of around 35 FTEs per year on average in the coming four years⁽²⁴⁾ (yearly figures vary depending on the timing of the changes in demand and capacity), or EUR 3.5 million in budgetary terms (applying the proxy of EUR 100,000 per FTE).

Table 4: Balance of human resource demand and capacity increases (FTEs), numbers in each column represent the cumulative increase up to that year.

	2015	2016	2017	2018	2019	2020	2021	2022
Total capacity increases (FTEs) ⁽²⁵⁾	1.3	3.8	8.5	19.6	28.9	36.7	53.2	67.2
Total demand increases (FTEs)	-4.0	-17.0	-46.4	-56.6	-75.0	-79.0	-81.0	-85.0
Balance	-2.7	-13.2	-37.9	-37.05	-46.15	-42.35	-27.85	-17.85

⁽²⁴⁾ 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).

⁽²⁵⁾ 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.

Additional resources requested by EFSA net of the 6 additional Contract Agents authorised from year 2019						19.0	9 ²⁶	0
FTEs balance updated	-2.7	-13.2	-37.9	-37.05	-46.15	-23.35	-18.85	-17.85

Management of resource gap: efficiencies, negative priorities and request for resources

Notwithstanding the uncertainties linked to the pending approval of the Reg. 178/2002 review proposal and the new MFF 2021-2027, EFSA is aware that the success of any strategic orientation, current and future, will depend on significant process leaning and efficiency gains. EFSA aims at gradually absorbing the remaining resource gap through efficiency gains generated mainly via the new ART programme. This will not be totally feasible in the short term, and for this reason EFSA will request for year 2020 and 2021 a further increase of resources to cover the imminent remaining gap in view of the increased workload⁽²⁷⁾, accepting a risk of a gap of around 20 FTE per year. 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 grant & procurement budget available for scientific development.

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 - particularly relevant in years 2019-2021 - will lead to a decrease in resources available for the implementation of EFSA's 5-year strategy. Particularly for 2019, the negative priorities are expected to mainly affect the investment in capacity building with Member States in the areas of preparedness and methodological development.

As indicated in table 4 above, for 2020 and partially 2021 EFSA is maintaining its 2019 request for the provision of critical additional resources to cover the new tasks based on new legislation⁽²⁸⁾, with reasonable/acceptable timeliness and without further disruptions to other prioritised ongoing activities, such as the MRL backlog⁽²⁹⁾. The impact of the provision of the additional budget request on the financial expenditure by category, including EUR 2.3 million increase in 2020⁽³⁰⁾, EUR 1.3 million in 2021⁽³¹⁾ and EUR 0.4 million in 2022 (in Title 3), will be as follows:

⁽²⁶⁾ At this early stage, EFSA accepts a risk of maintaining a potential resource gap of 15-20 FTEs for the years 2021 and 2022, and to this end reduces the number of additional requested resources for those years to 9 and 0, respectively. This will be reviewed annually to account for more updated estimates, and where the gaps are confirmed the request may be increased accordingly.

⁽²⁷⁾ approximately EUR 2.3 million and additional 19 contract agent posts in 2020 and EUR 1.3 million and 9 contract agents posts in 2021

⁽²⁸⁾ i.e. 10 posts to cover Novel foods workload of 50 FTEs over five years, 10 posts to cover new pesticide tasks (endocrine disruptors, AIR III and IV and, from year 2020, co-formulants), and 5 posts to cover high risk plants commodity risk assessments. EC authorised an increased number of Contract Agents (6 out of the 25 requested) and a EUR 0.22 million budget increase to cover only 50% of the staff expenditure for the additional Contract Agents.

⁽²⁹⁾ i.e. 25 Contract Agents and EUR 2,500,000 to cover the respective staff and operational costs in 2020 and 15 Contract Agents and EUR 1,500,000 in 2021

⁽³⁰⁾ of which EUR 1.4 million in Title 1 and EUR 0.9 million in Title 3. Title 1 expenditure is linked to the new contract agents while Title 3 expenditure is mainly intended for Tasking Grant support to Plant Health and Pesticides processes

⁽³¹⁾ of which EUR 0.6 million in Title 1 and EUR 0.7 million in Title 3

Table 5: Updated evolution of financial expenditure by Title (million EUR) including the additional budget requested by EFSA in relation to the additional FTEs requested

Expenditure categories	2015	2016	2017	2018	2019	2020	2021	2022
Staff expenditure (T1)	39.4	40.5	42.0	43.5	44.7	47.0	47.5	48.1
Share of T1 over total budget	49.6%	51.0%	53.0%	55.0%	55.9%	55.4%	55.6%	55.7%
Infrastructure expenditure (T2)	11.8	9.7	8.7	9.7	9.9	9.7	9.3	8.8
Share of T2 over total budget	14.9%	12.2%	11.0%	12.3%	12.4%	11.4%	10.9%	10.2%
Total staff and infrastructure expenditure	51.3	50.2	50.7	53.2	54.6	56.6	56.9	56.8
Operational expenditure (T3)	28.2	29.3	28.5	25.9	25.4	28.2	28.6	29.4
Share of T3 over total budget	35.5%	36.8%	36.0%	32.8%	31.7%	33.3%	33.5%	34.1%
Total budget excluding 178 review	79.5	79.5	79.2	79.2	80.0	84.9	85.5	86.3

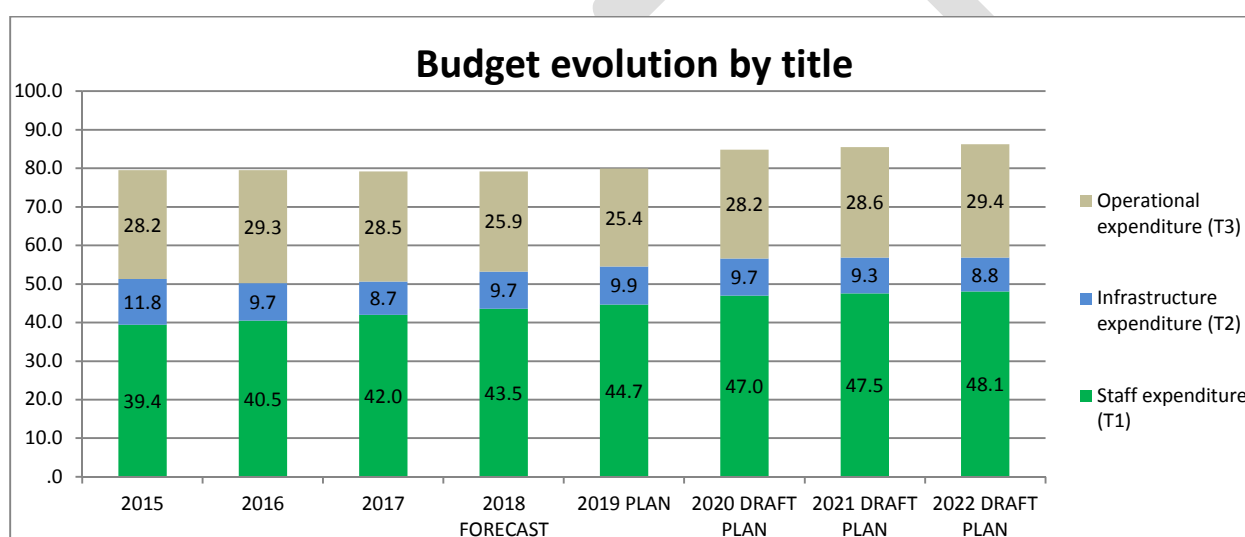


Figure 2: Updated evolution of the budget by Title based on the statement of estimates of the European Commission for 2019 and 2020 and the draft MFF 2021-27 not considering the 178 review impact

3.3. Resource programming for 2019-2022

In view of the above, the allocation of resources (share over total) to EFSA's strategic objectives and underlying activities (processes and projects), not considering the 178 review proposal at this early stage, is summarised below.

- Overall priority to source 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).
- Increased resources allocated to general risk assessment (SO1) ³². 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

⁽³²⁾ During year 2018 4 FTEs has been moved from the general risk assessment area to regulated products area, particularly for covering the needs of the Novel Food applications process.

approximately 60-80 questions per year, 40-50 additional questions for the categorisation of plant health pests are expected per year until 2020 ⁽³³⁾.

- Increased amount of resources to address the high workload in the area of regulated products (SO1). Related to the amount of pending evaluations, particularly in pesticides, as well as food additives and food enzymes, which is progressively being absorbed through the reprioritisation of activities and the provision of additional resources ⁽³⁴⁾. Additional workload is also expected due to new tasks in the areas of pesticides, novel foods and GMOs ⁽³⁵⁾ (see above), requiring a substantial increase in the workforce. Conversely, the workload related to dietary reference values is expected to decrease, but with less impact. An additional increase in plant health workload and resource needs is expected starting from 2019 for the “high-risk commodities” applications.
- Relatively stable resources allocated to communications and stakeholder engagement (SO1), with strengthened efforts in engagement as of 2017, as well as to evidence management (SO2).
- Reduced resources allocated to 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 this strategic objective.
- Reduced resources allocated to preparedness and methodological development (SO4). The area is mainly impacted by the negative priorities in development initiatives but EFSA received and is planning to receive important external mandates in this area (e.g. synthetic biology, copper used as pesticide).
- Stability of the 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.

⁽³³⁾ These 50 additional questions are more than the 133 listed in the mandate because the mandate include many multiple pests or group of pests. The pest categorisation needed for the high-risk commodities is not included in this number and cannot be predicted at this stage because the legislation is still pending and the guidance by EFSA is under development.

⁽³⁴⁾ 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. Additional 6 contract agents have been authorised for year 2019, out of which 4 will be allocated to the Novel Food applications (the remaining 2 have been planned to cover the High Risk Commodities applications).

⁽³⁵⁾ The impact of the increased workload on GMOs has not been estimated yet.

Financial resources

Figure 3 shows the (forecast) distribution of financial resources by strategic objective in 2018-2022, assuming EFSA's strategy post-2020 keeps the same structure.

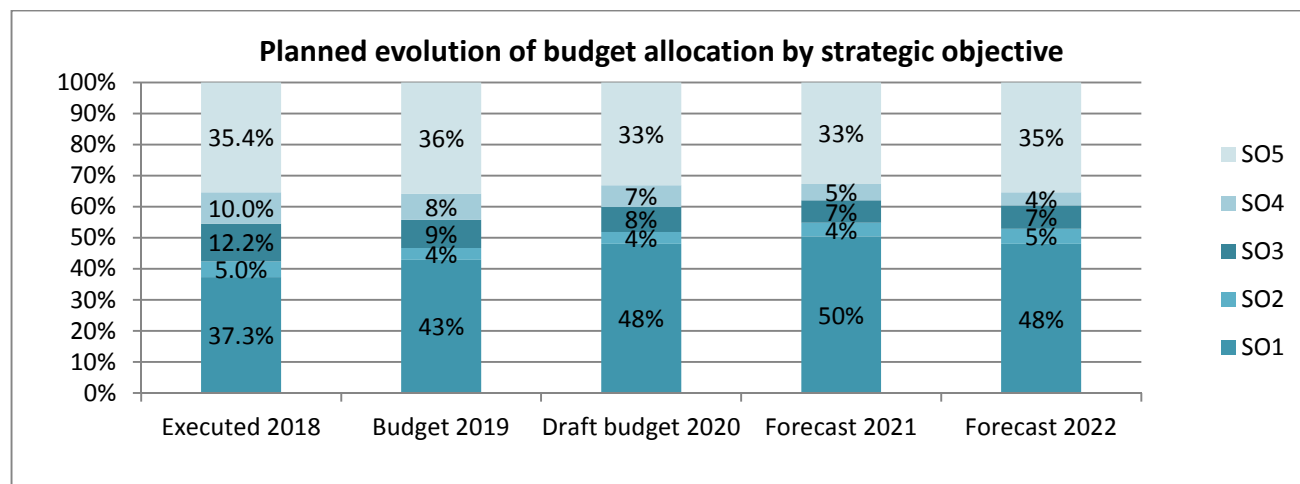


Figure 3: Financial resources by strategic objective in 2018-2022 not considering 178 review impact

Human resources

Figure 4 shows the (forecast) allocation of human resources by strategic objective in 2017-2021.

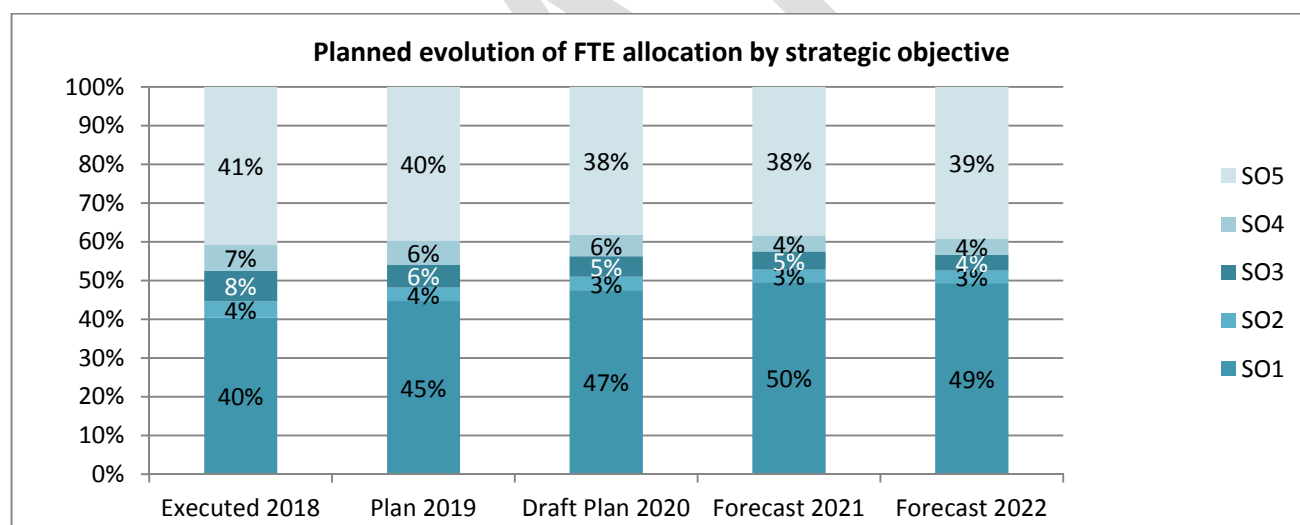


Figure 4: Human resources by SO in 2018-2022 not considering 178 review impact

The following table gives an overview of human resources by category in 2018-2022.

Table 6: Human resource overview

HUMAN RESOURCES	2018	2019 ⁽³⁶⁾	2020 ⁽³⁷⁾	2021	2022
	BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST
Establishment plan posts: AD	218	223	226	229	232
Establishment plan posts: AST	101	97	94	91	88
Total establishment plan posts	319	320	320	320	320
Contract agents	125	131	150	140	131
SNEs	15	15	15	15	15
Total posts excluding 178 review	459	466	485	475	466

Impact of 178 review proposal

The European Commission (EC) published its proposal on 11 April 2018 as a response to the outcome of the REFIT of the General Food Law and the European Citizens' Initiative "Ban glyphosate". In particular it did so with a view to increasing transparency of EFSA's risk assessment and making EFSA's functional model more sustainable. The proposal also aims at achieving better aligned and more coordinated risk communication between EFSA, the EC and Member States. The quality of studies on which EFSA bases its risk assessment of applications for authorisation is another area addressed. Accordingly, the Commission proposal is based on four pillars, namely:

1. **Transparency of risk assessment:** e.g. studies/data supporting applications for authorisation to be made public early in the risk assessment; limited list of areas where confidentiality requests may be granted, etc.;
2. **Quality and reliability of studies:** e.g. Register of studies, commissioning of verification studies, etc.;
3. **Sustainability and governance of the EFSA system:** e.g. reimbursement for experts' national employers, MS involved in the Panel Member selection process, etc.;
4. **Improved risk communication:** e.g. increased coordination between EFSA, Commission and Members States; general plan for risk communication, etc.

As a consequence of the approval of the 178/2002 Regulation review as proposed by the EC from the year 2020, towards improved processes in terms of transparency, quality, sustainability, governance and risk communication, the budget is expected to increase significantly; specifically, the budget is expected to increase as indicated in Table 7 below.

While there may be synergies in relation to on-going transparency and engagement enhancements, this additional budget is linked to the implementation of the new measures foreseen under the proposed update of the 178 regulation that are on top of the ones that have been already implemented and it does not cover for the additional work stemming from the current EFSA scope of work. This in practice would mainly result in an considerable increase in the resources invested under SO1, and particularly in the areas of regulated products and communication, followed by smaller increases in SO2 (evidence management) and SO3 (cooperation and capacity building). In Annex I, Annex II and Annex III the expected resource impact of the 178 review proposal is presented in detail.

⁽³⁶⁾ Establishment plan was realigned to better reflect the actual situation with a small margin for reclassification
⁽³⁷⁾ updated additional AD an CA request

Table 7: Summary of Budget request and 178 review financial and human resources impact (EUR, K and posts)

Expenditure categories	2018 FORECAST	2019 PLAN	2020 DRAFT PLAN	2021 DRAFT PLAN	2022 DRAFT PLAN
Financial resources					
Total budget excluding 178 review (according to EC statement of estimates and draft MFF2021-27)	79,184	79,953	82,586	84,214	85,902
EFSA additional budget request for covering resource gaps			2,278	1,278	0,378
Total EFSA budget request (excluding 178 review)	79,184	79,953	84,864	85,492	86,280
178 review impact (according to EC proposal plus EFSA contribution estimation) ⁽³⁸⁾			25,597	44,794	63,993
Total budget including 178 review	79,184	79,953	110,462	130,287	150,272
Human resources					
Total EFSA request (excluding 178 review)	459	466	485⁽³⁹⁾	475	466
178 review impact (according to EC proposal plus EFSA contribution estimation) ⁽⁴⁰⁾			42 ⁽⁴¹⁾	74	106
Total including 178 review	459	466	527	549	572

⁽³⁸⁾ The draft MFF 2021-2027 incorporates the financial impact of the EC proposal for the review of the 178 regulation. The total budget including 178 regulation as indicated in the draft MFF has been added of the estimation of EFTA contribution

⁽³⁹⁾ updated additional AD an CA request

⁽⁴⁰⁾ The draft MFF 2021-2027 incorporates the financial impact of the EC proposal for the review of the 178 regulation. The total budget including 178 regulation as indicated in the draft MFF has been added of the estimation of EFTA contribution

⁽⁴¹⁾ from 2020 onwards also include the impact of 178 refit: 2020 (+29 AD, +5 AST, +8 FGIV, total +42), 2021 (+50 AD, +9 AST, +15 FGIV, total +74), 2022 (+73 AD, +12 AST, +21 FGIV, total +106); detailed data in Annex III.

Section III. Draft work programme 2020

1. Executive summary

In 2020, EFSA will have an extensive programme of scientific work addressing and communicating on approximately 560 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and approximately 160 requests on priorities related to food and feed safety, animal health and welfare, plant health, and human nutrition. To address new tasks linked to significant increases in volumes of work which go beyond what can be absorbed via efficiency gains and/or re-prioritisation and negative priorities, EFSA requests the provision of additional posts and budget, integrated in the annexed tables, beyond what is indicated in the Commission Communication COM (2013)519.

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 to deliver new capabilities for data collection and scientific collaboration in 2020. EFSA will continue exploring the possibilities for a new data collection on whole genome sequencing and will populate 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 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.

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.

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 foodborne zoonoses (e.g. will deliver the mandate on control options for *Campylobacter* at primary production level) and of food hygiene, (e.g. assessing microbiological risks in frozen fruits, vegetables and herbs, the use of super chilling techniques for transporting fishery products, and on meat inspection procedures). Work will continue also in the area of antimicrobial resistance (AMR) and of transmissible spongiform encephalopathies (TSEs).

In the area of chemical contaminants in the food chain, EFSA will continue issuing opinions on natural toxins (e.g. re-evaluation of aflatoxins, and glycoalkaloids in food), environmental contaminants (e.g. brominated flame retardants in food, and nitrites and nitrates in feed), 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 and on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food. Other joint ECDC/EFSA technical reports include rapid outbreak assessments, as appropriate. EFSA will also deliver 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. As a result of a far-reaching mandate on the risk assessment of high-risk plants, a steady flow of evaluations of third parties' dossiers will continue.

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 food-contact materials, EFSA will be consulting stakeholders on the opinion on the re-evaluation of Bisphenol A.

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 2020, EFSA will continue its implementation of the MATRIX project, which aims to move from a paper-based system for submission and management of regulated products applications to electronic-based submission and evaluation of regulated product applications.

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. If the General Food Law 178 is revised and adopted, several impacts are foreseen for APDESK in the handling of applications (e.g. consultations, publications of dossiers, support initiatives).

The re-evaluation programme of food additives will continue in 2020 with the finalisation of scientific opinions on sweeteners, which have been given priority over other food additives with an original deadline set at the end of 2018, for which work will continue with the aim of reducing the backlog accumulated since the start of the re-evaluation programme. 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, submitted under the Common Authorisation procedure, and to continue finalisation of the assessments 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 and the specific calls for data launched by EFSA in 2018. Also for 2020 it is expected that EFSA will be requested to assess new data generated by interested parties in response to the follow-up programme set-up by the EC.

EFSA 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 to deliver scientific advice on food enzymes, following the multiannual work programme.

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 decontamination substances used to reduce microbial surface contamination from foods of animal origin. EFSA will continue assisting the EC and Member States in the assessment of alternative processing methods for the processing of animal by products (ABP), including the assessment of the end point in the manufacturing chain of fertilisers.

EFSA plans to work on the assessment of new feed additives, new uses of existing feed additives, and modification and renewal of existing authorisations.

In the area of genetically modified organisms (GMO) in food and feed, the work programme for 2020 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 and reviewing the fitness of risk assessment guidelines for GMOs in light of new developments such as gene drive and synthetic biology applications. Work on reviewing the area of synthetic biology with a view to assessing the applicability of existing guidance for risk assessment to this area will be started with a view to start delivering in 2020.

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 ⁽⁴²⁾ 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.

⁽⁴²⁾ Regulation (EU) 2015/2283.

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

EFSA will also deliver its annual Summary Report 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 2020.

In the area of animal welfare, EFSA will continue to provide advice on incoming applications for new stunning methods.

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. Communication materials, underpinned by social research, 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. Further Investment will be made in engaging proactively with media to support outreach activities. In 2020, building on the results of the work done in 2019, 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 2020, EFSA will continue developing guidance 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.

The Media Relations team will continue to develop its monitoring and analysis of media coverage of EFSA's work, including the production of quarterly reports. It will support and develop media training initiatives for EFSA staff and experts and continue to engage with the media to support the work of journalists reporting on EFSA.

A list of the projects under this strategic objective is included in the Appendix D.

Table 9: Input indicators for SO1 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO1	Resources invested per year	Forecast executed 2019	Draft Target 2020
	FTEs	208	230
	Budget (K, €)	34.32	40.79
Scientific – general risk assessment			
Input sub-KPI	FTEs	58	61 ⁴³
	Budget (K, €)	10.83	11.35

⁽⁴³⁾ Increase mainly linked to BIOCONTAM business as usual processes including art. 29 mandates (CONTAM Panel) and Rapid Outbreaks Assessments

Scientific – regulated products evaluation			
Input sub-KPI	FTEs	128	149 ⁴⁴
	Budget (K, €)	19.83	26.30
Communications & engagement			
Input sub-KPI	FTEs	21	21
	Budget (K, €)	3.66	3.14

Table 10: Activity and output indicators for SO1

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast executed 2019	Draft Target 2020
Scientific – general risk assessment		
Number of questions delivered for scientific outputs and technical reports	192	160
Number of questions delivered for 'other publications' ⁽⁴⁵⁾ (external reports, event reports)	11 (10 external reports / 1 event reports)	10 (10 external reports)
Proportion of scientific/technical questions adopted within deadline	100%	100%
Scientific – regulated products evaluation		
Indicator	Forecast achieved 2019	Draft Target 2020
Number of questions delivered for scientific outputs and technical reports	525	553 ⁽⁴⁶⁾
Number of questions delivered for 'other publications' (external reports, event reports)	3 (external report)	3 (external report)
Number of questions in bulk evaluation in PRAS (art. 12 only) ⁴⁷	27	TBD
Proportion of scientific questions adopted within deadline ⁽⁴⁸⁾	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	54 % ⁽⁴⁹⁾	TBD in 2019
Communication & engagement		
Indicator	Forecast executed 2019	Draft Target 2020
Proportion of scientific outputs delivered within 28 working days of adoption (%)	80	80 ⁽⁵⁰⁾
Number of i) media and ii) stakeholder enquiries addressed within agreed deadlines	95%	95%

⁽⁴⁴⁾ Increase mainly linked to PRAS processes (Endocrine re-evaluations, co-formulants), Nutri processes (Novel foods and traditional foods) and PLH processes (High risk commodities)

⁽⁴⁵⁾ According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

⁽⁴⁶⁾ i) Figures cover questions closed for NUTRI related to scientific opinions on applications on novel foods, and on traditional foods and to technical reports on notifications for traditional foods ; ii) figures do not include possible requests for the assessment of co-formulants, and active substances with endocrine disruptive potential (still to be defined).

⁽⁴⁷⁾ Previously called backlog. The number of questions to be closed falling under this definition is set with the risk manager at 27 (to be closed through reasoned opinions) for 2019. The target for 2020 will be agreed with risk manager in 2019.

⁽⁴⁸⁾ Excluding backlog in REPRO area

⁽⁴⁹⁾ 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.

⁽⁵⁰⁾ 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.

ACTIVITIES – OUTPUT INDICATORS

Indicator	Forecast executed 2019	Draft Target 2020
Number of public consultations on EFSA outputs	15 ⁽⁵¹⁾	16 ⁽⁵²⁾
Percentage of positive feedback from engagement activities carried out with registered stakeholders ⁽⁵³⁾	85% ⁽⁵⁴⁾	85%
Total number of registered stakeholders	120	120

DRAFT

⁽⁵¹⁾ 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.)

⁽⁵²⁾ 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.)

⁽⁵³⁾ 1st evaluation of SEA pilot phase implementation, that will be presented at the Management Board meeting in December

⁽⁵⁴⁾ 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

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

EFSA will continue streamlining the management of its chemical 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 food consumption, as well as plant and animal health, fostering the acquisition and availability of data for environmental risk assessment. These activities underpin EFSA's scientific work, and enable the gradual opening of EFSA's evidence base to stakeholders. Ad hoc data collections and dietary exposure to contaminants scientific reports are expected to continue to be delivered upon request from risk managers.

In 2020, EFSA will continue to deliver new capabilities for data collection and scientific collaboration. The DAMA project will deliver 'on-the-cloud' and 'pay-per-consumption' solutions to address the needs for increasing storage space and computation power starting from the scientific data warehouse project (SDWH) and Data Collection Framework (DCF) (2018-2019) and then covering R4EU platform (2019-2020).

Following the completion of the Data DOI project in 2019, raw monitoring and survey data from EFSA's scientific data warehouse will continue to be proactively published using digital object identifiers (dois) on EFSA's Knowledge Junction to increase openness to EFSA's scientific data and track its reuse. Meta-datasets will continue to be published 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, the EFSA API portal exposing application programming interfaces (APIs) developed in 2019 will be extended to expose additional EFSA datasets. EFSA and stakeholders will continue to populate and share tools, evidence and information via Knowledge Junction. A list of the projects under this strategic objective is included in the Appendix D.

Table 11: Input indicators for SO2 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Forecast executed 2019	Draft Target 2020
	FTEs	16	17
	Budget (K, €)	2.99	3.25

Table 12: Activity and output indicators for SO2

ACTIVITIES – OUTPUT INDICATORS		
Indicator ⁽⁵⁵⁾	Forecast executed 2019	Draft Target 2020
Number of questions delivered for scientific outputs and technical reports	1	0
Number of questions delivered for 'other publications' ⁽⁵⁶⁾ (external reports, event reports)	10 external reports	2 external reports
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of new tools	4	TBD

⁽⁵⁵⁾ The indicator "Number of operational data collections prepared and opened within deadline (total & open)" is deleted as it is a duplication of the one proposed for the Outcome indicator "DATA Quality – timeliness" (see Appendix Ci in SO2). Deviations on timeliness of a particular data collection will be reported through the outcome indicator in the performance report.

The Unit proposes to delete also the "Number of new data collections implemented" and the Number of new data collections implemented" are replaced by the new "Number of new tools"

⁽⁵⁶⁾ According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

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. The expected midterm and long term results of EFSA activities in this area are closely monitored through relevant outcome and intermediate impact indicators as described in Appendix C-i. A list of the projects under this strategic objective is included in the Appendix D.

Table 13: Input indicators for SO3 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Forecast executed 2019	Draft Target 2020
	FTEs	28	26
	Budget (K, €)	7.31	6.79

Table 14: Activity and output indicators for SO3

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast executed 2019	Draft Target 2020
Number of questions delivered for scientific outputs and technical reports	6	3
Number of questions delivered for 'other publications' ⁽⁵⁷⁾ (external reports, event reports)	3	3 (2 external report/ 1 event report)
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	2	2
Number of international cooperation activities (meetings, events, missions) (including pre-accession countries)	30	30

⁽⁵⁷⁾ 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.. It is expected that by 2020 there should be a measurable increase in improved guidance implementation. Nevertheless, new guidance will be finalised in those priority gaps already identified, including on the use of human epidemiological data in risk assessment. The activity reviewing the applicability of existing guidance to the risk assessment of synthetic biology techniques will deliver its first two reports, specifically on microorganisms and plants. A list of the projects coordinated under the RAMPRO Programme is included in the Appendix D.

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 2020 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 2020, 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 2020, 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 molecular typing methods, e.g. whole genome sequencing, and metagenomics, and on antimicrobial resistance (AMR), e.g. role of the environment in AMR and risks linked to the use of water in food processing. In addition, through cross-departmental collaboration, EFSA will continue to work on the qualified presumption of safety (QPS). EFSA will continue coordinating the outsourcing procedure in the area of next generation sequencing in Norovirus.

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 (Quantitative structure–activity relationship) 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.

In the area of feed additives, EFSA will also continue working on the update of guidance documents dealing with feed additives. In particular, in 2020 the need to start considering the update of Guidance Documents after 3 years since their adoption will arise. The expected midterm and long term results of EFSA activities in this area are closely monitored through relevant outcome and intermediate impact indicators as described in Appendix C-i.

Table 15: Input indicators for SO4 (FTEs and budget as full cost of all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Forecast executed 2019	Draft Target 2020
	FTEs	29	27 ⁵⁸
	Budget (K, €)	6.72	6.00

Table 16: Activity and output indicators for SO4

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast executed 2019	Draft Target 2020
Number of questions delivered for scientific outputs and technical reports	20	29
Number of questions delivered for 'other publications' (external reports, event reports)	31 (29 external reports/2 event reports)	26 (26 external reports)
Proportion of scientific/technical questions adopted within deadline	100%	100%

⁽⁵⁸⁾ Reduction mainly linked to reduced development activities planned – compared to 2018 - in the BIOCONTAM area (completion of the WGS feasibility analysis in 2019) and in the SCER and GMO area (Synthetic Biology mandate)

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

EFSA's management, institutional relations, and support/transactional services will focus on ensuring that the Authority has an efficient, transparent and responsive environment and culture, towards the effective and legally sound implementation of EFSA's strategic plan and guaranteeing best value for taxpayers' money in a context of resource constraints and ambiguity. To achieve the above, EFSA will:

- Finalise and adopt the new EFSA Strategy 2021-2027, taking stock of the outcomes of the new MFF and the Commission proposal for a review of EFSA's Founding regulation. The Strategy will be accompanied with a clear implementation plan and a comprehensive yet concise set of performance metrics with their targets.
- Carry out activities towards closer cooperation and building new relationships with institutions, sister Agencies and with DG Health and Food Safety, in the context of the fore-mentioned institutional changes and the preparations for the next strategy cycle and the post-2020 multiannual framework. It will continue to focus on its relations with EU institutions to support EFSA on budget, discharge, and on policy/regulatory matters, but also reciprocally to support national policy makers and EU Presidencies in their work programme in EFSA's remit. The Authority will continue to work closely with the European Parliament in relation to the mandate received in 2018 on the risk assessment of multi-stressors in managed honey bees. Activities will include topical events and delegation visits, as well as active contributions to the EU agencies network's activities towards the strategic objectives of shared services and mutual value creation; the above will be supported by EFSA's Brussels liaison office which will be transferred to the EU Network of Agencies Shared Support Office for efficiency purposes.
- Roll-out its streamlined accountability framework, fully aligned with the new Internal Control Framework and streamlining all related activities under four main pillars: governance and decision-making, results-based management, assurance management, and quality and continuous improvement. The accountability policy will delineate comprehensively clear roles and responsibilities as well as authorities and delegations, and define a "hierarchy of norms" to achieve better synergy and alignment around rules, regulations, policies and procedures with accountability for resources and results. More specific actions include:
 - Continue the full roll-out of an updated governance and decision making process,.
 - Full roll-out of the integrated "compliance" Management Systems, in place under Assurance, via the consolidation of all related policies, processes and management standards.
 - Full roll-out of the EU harmonised risk management methodology into EFSA's plan-do-check-act cycle, meeting the requirements of process, project and programme management standards.
 - Continue with the follow-up on the recommendations from the ex-post evaluation of the STEP 2018 project and the EFSA external evaluation, including the integration and automation of performance data and tools, improving the efficiency of its corporate reporting and the effectiveness of performance analytics supporting decision-making.
 - Continue with the full roll-out of the process management approach for work-programme and resource planning and monitoring, and the application of lean methods, enabling the comprehensive and integrated management of efficiency targets.
 - Integrate workforce planning, sourcing, its flexible (re)-allocation and its development based on competency management to the new strategic plan. Continue focussing on toxicology in view of relevant increased workload, data and computational analytics, and social sciences and behavioural insights to better

frame scientific opinions, as well as further developing leadership and managerial culture and soft skills that foster agility, co-creation and responsiveness. The above will be coupled with the implementation of market intelligence and strategic sourcing for supplies, goods, services and competences.

- Further improve the efficiency of transactional services, focused on leaning and user satisfaction, particularly:
 - Finalise the development of a joint services centre as a way to manage in an integrated manner part of EFSA's end-to-end transactional services, including a single service catalogue with all service level agreements. 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, safeguarding knowledge capital, facilitating self-servicing and professionalising service delivery
 - The further development of shared services with the Commission and the EU Agencies, with a focus on the new top-down prioritised areas to be agreed by the EU Agencies' Network Heads of Agencies in 2019.
 - Deploy the strengthened centralised management of competing interests towards improved assurance, transparency and automation of DoI screening; expand the "expert" approach to EFSA staff.
 - Further automation of the financial services via improved tools and circular workflows.
- Continue the investment on digitalisation of EFSA's processes and the rationalisation and modernisation of existing IT infrastructures, to maximise collaboration and the exchange of knowledge within and outside EFSA, thereby ensuring broader, more efficient and faster access to scientific intelligence.

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. A new Learning and Development Strategy for staff and experts will be developed along the post 2020 Strategy document. Another significant outcome of the Programme will be the finalisation of the strategic workforce planning process allowing for a flexible and pro-active management of EFSA's workforce

The Information Management Programme (IMP) will support the BIKE 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. EFSA will continue on the development of a corporate customer relationship management tool (CRM) further elaborating on a common corporate database to manage organisations and contacts, while the digital collaboration project will strengthen internal team work and bond communities of experts and partners, by streamlining the circulation of information and increase the visibility and transparency of ongoing activities and decisions by means of virtual communities supporting networks, working groups, scientific panels, project teams and knowledge communities and by delivering a new EFSA intranet. Finally, the New World of Work project will continue with the full implementation of collaborative rooms and landing spaces to increase personal and group productivity and nurture collaboration and openness.

The new Architecture (ART) Programme will consolidate all organisational development initiatives aimed at improving EFSA's processes and its organisational architecture to address the expectations for efficiency and improved responsiveness, including the recommendations of the STEP 2018 project ex-post evaluation; the programme will also address the new measures from the 178 review proposal (subject to its approval via the co-decision procedure), and the new opportunities stemming from processing big data, artificial intelligence and digitalisation and partnering with institutions and Member States. Key working streams will include i) the review of the end to end scientific advice and communication processes to start being rolled out as of 2020, including the update of EFSA's Quality Policy, process architecture and relevant

documentation and ii) the leaning of the transactional processes in a joint services centre. The expected midterm and long term results of EFSA activities in this area are closely monitored through relevant outcome and intermediate impact indicators as described in Appendix C-i. A list of the projects under this strategic objective is included in the Appendix D.

Table 17: Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO5	Resources invested per year	Forecast executed 2019	Draft Target 2020
	FTEs	185	185
	Budget (K, €)	28.62	28.03

Table 18: Activity and output indicators for SO5

ACTIVITIES – OUTPUT INDICATORS		
Indicator	Forecast executed 2019	Draft Target 2020
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%
Proportion of original science grants and procurement budget committed/paid at year end	100%	100%
Carry-forward of payments to following year ⁽⁵⁹⁾	10%	10%
Service delivery index ⁽⁶⁰⁾	77%	80%
Transformation performance index (development project execution index) ⁽⁶¹⁾	80%	80%

⁽⁵⁹⁾ Non-differentiated credits

⁽⁶⁰⁾ For the sub-set of mature processes followed.

⁽⁶¹⁾ For the subset of key projects followed.

Appendices

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Appendix A — Predicted questions closed per strategic objective in 2020

Table 19: Predicted number of questions closed in 2020

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF 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			4	3	1		73		18			99
Of which:												
– Opinion of the Scientific Committee / Scientific Panel			4	1	1		72 ⁶²		14 ⁶³			92
– Guidance of the Scientific Committee / Scientific Panel							-		-			
– Statement of the Scientific Committee / Scientific Panel							-					
– Scientific report of EFSA							1		4			5
– Guidance of EFSA												
– Statement of EFSA				2			-		-			2
SO1 – Technical reports – general risk assessment			1	2	1		39		12	6		61
SO1 – Other publications (external scientific reports/event reports) – General risk assessment									10			10
– Other publications - External Scientific Report									10			10
– Other publications - Event Report									-			
SO1 – Sub total – general risk assessment			5	5	2		112		40	6	0	170

⁽⁶²⁾ AHAW Panel 6 questions and PLH Panel 66 questions

⁽⁶³⁾ BIOHAZ Panel 7 questions and CONTAM Panel 7 questions

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF OUTPUT	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 – EFSA scientific outputs – evaluation of regulated products		79	123	13	45	218	0		4			482
Of which:												
– Conclusion on pesticides peer review						50						50
– Opinion of the Scientific Committee / Scientific Panel		79	123 ⁶⁴	10	45				4 ⁶⁵			261
– Guidance of the Scientific Committee / Scientific Panel							-		-			
– Statement of the Scientific Committee / Scientific Panel							-		-			
– Reasoned opinion						114						114
– Scientific report of EFSA						45						45
– Guidance of EFSA						1			-			1
– Statement of EFSA				3		8	-		-			11
SO1 – Technical reports – evaluation of regulated products			1	12	13	45						71
SO1 – Other publications (external scientific reports/event reports) – evaluation of regulated products				3								3
– Other publications - External Scientific Report				3								3
– Other publications - Event Report							-		-			
SO1 – Sub total – evaluation of regulated products		79	124	28	58	263			4			556
SO1 – Total		79	129	33	60	263	112		44	6		726
SO2 – Widen EFSA's evidence base and optimise access to its data												
SO2 – EFSA scientific outputs												0
SO2 – Technical reports												0
SO2 – Other publications (external scientific reports/event reports)										1	1	2
– Other publications - External Scientific Report									-	1	1	2
– Other publications - Event Report							-		-			

⁽⁶⁴⁾ FAF Panel 62 questions and CEP Panel 61 questions

⁽⁶⁵⁾ BIOHAZ Panel

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF OUTPUT	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO2 – Total										1	1	2
SO3 – Build the EU’s scientific assessment capacity and knowledge community												
SO3 – EFSA scientific outputs												0
SO3 – Technical reports				1					2			3
SO3 – Other publications (external scientific reports/event reports)							0	2			1	3
– Other publications - External Scientific Report								2	-			2
– Other publications - Event Report									-		1	1
SO3 – Total				1			0	2	2		1	6
SO4 – Prepare for future risk assessment challenges												
SO4 – EFSA scientific outputs		1		2	1	3			3		6	16
Of which:												
– Opinion of the Scientific Committee / Scientific Panel				2					3		4	9
– Scientific report of EFSA												
– Statement of the Scientific Committee / Scientific Panel (general risk assessment)												
– Guidance of the Scientific Committee / Scientific Panel (regulated products)		1			1						2	4
– Guidance of EFSA (regulated products)						3						3
SO4 – Technical reports		1			1	2	2				7	13
SO4 – Other publications (external scientific reports/event reports)						6	10	4			6	26
– Other publications - External Scientific Report						6	10	4			6	26
– Other publications - Event Report									-			0
SO4 – Total		2	0	2	2	11	12	4	3	0	19	55
Total questions	0	81	129	36	62	274	124	6	49	7	21	789

Appendix B — Resource allocation per strategic objectives in 2020

Tables 20-24: Resource allocation by SO – 2020 projects and processes will be inserted later in the year when 2020 portfolio will be defined.

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

Table 25: 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 2022 ⁽⁶⁶⁾ ⁽⁶⁷⁾			
			2018	2019	2020	2021	2022
Intermediary impact: 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) ⁶⁸	Risk managers (Commission/MS)	81.6%	81.6%	Over 80%	Annual comparison		
	Stakeholders	74.7	65 %	70 %	75 %	75 %	75 %
	Applicants	39.3% ⁽⁶⁹⁾	39.3%	40%	40%	40%	40%

⁽⁶⁶⁾ Where not defined, baseline to be measured and annual targets to be set in 2019.

⁽⁶⁷⁾ 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 2022; these will be reviewed in the context of the environment scan exercise taking place in Autumn 2018 and Spring 2019, informing a possible readjustment of the strategic objectives and targets.

⁽⁶⁸⁾ The baseline for this indicator is set using the results of the 3rd External Evaluation Survey performed in 2017, which was enlarged to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

⁽⁶⁹⁾ EFSA changed the approach in collecting feedback from applicants following comments received on a perceived survey fatigue; however the response rate is quite low, so the baseline is to be considered provisional and will be updated if needed; for this reason, the target for next year does not foresee a significant increase. EFSA is undertaking actions in order to increase the applicants' response rate and have meaningful results.

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

Performance indicators		Baseline	Actual	Target by 2022 ⁽⁶⁶⁾ ⁽⁶⁷⁾			
			2018	2019	2020	2021	2022
User satisfaction rating of communication tools and materials	EFSA Journal	85 % ⁽⁷⁰⁾	80 %	80 % ⁽⁷¹⁾	80-100 %		
	Other communication products	80%	80%	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		18	22	24	25	25	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 ⁽⁷²⁾	1 ,795 ⁽⁷³⁾	2,137 ⁽⁷⁴⁾	+10% ⁽⁷⁵⁾	+10%	As for 2020	
	Survey feedback from SEA-registered members on the effectiveness of EFSA’s stakeholder engagement activities	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 ⁷⁶ providing direct access (links) to datasets and metadata	TBD in 2018	To be measured in January 2019	25 %	50 %	75 %	

⁽⁷⁰⁾ Outcome of 2016 *EFSA Journal* survey.

⁽⁷¹⁾ As the platform is changing this year a temporary reduction in customer satisfaction could be expected.

⁽⁷²⁾ The sub-indicator 'Number of relevant contributions used in EFSA outputs' is deleted.

⁽⁷³⁾ Average number of total comments received through public consultations in 2016-2017. Waiting for stakeholder groups' analysis, that will be performed once the EU survey tool is used by all EFSA Units.

⁽⁷⁴⁾ This value will update in January

⁽⁷⁵⁾ every year measured on the previous year's total comments

⁽⁷⁶⁾ Scientific outputs published in EFSA Journal. The measurement will be done through Knowledge junction unique uploaded dois (digital object identifiers).

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

Performance indicators		Baseline	Actual	Target by 2022 ⁽⁶⁶⁾ ⁽⁶⁷⁾			
			2018	2019	2020	2021	2022
Outcome: Enhanced outreach of communication							
Social media effectiveness ⁽⁷⁷⁾	Increased number of followers from social media platforms	40,742(2016)	60,745 ⁽⁷⁸⁾	+20% ⁷⁹	+ 10 % to be reviewed annually		
	Traffic to EFSA web content from social media	63,464 (2016)	80,004 ⁽⁸⁰⁾	+ 2%	+ 2 %		
	Social interactions	14,881 (2016)	44,089 ⁽⁸¹⁾	15 % ⁸²	+ 10 %		
Traffic to EFSA’s web content (web metrics): number of sessions		3,184,611	3,200,534	+ 0.5 %	+ 0.5 %	+ 0.5 %	
Number of subscribers to online subscription products (newsletter and alerts)		33,934 (2016)	36,273	+ 1 %	+ 1 %	+ 1 %	
Impact, visibility and discoverability of EFSA’s scientific outputs (access, downloads, citations)	Access	TBD in 2018 ⁽⁸³⁾	TBD in 2018	Increase TBD in 2018			
	Downloads	TBD in 2018	TBD in 2018	Increase TBD in 2018			
	Citations	TBD in 2018	TBD in 2018	Increase TBD in 2018			

⁽⁷⁷⁾ For social media platforms it is expected that the pace of increase will slow down in the coming years, because of changes in the approach for social media thematic accounts and, typically for social interactions, because of saturation of EFSA target audience. The situation will be reviewed yearly to assess if the set targets will remain relevant

⁽⁷⁸⁾ Target 2018 = 55,223+10% (60,745)

⁽⁷⁹⁾ The target for 2019 had been increased following the high execution in 2017 and 2018. For the following years, EFSA will analyse again the situation, since change in the approach for social media thematic accounts for followers may result to a slower pace of increase. EFSA will review the targets annually.

⁽⁸⁰⁾ Target 2018 = 78.436+ 20 % (80,004)

⁽⁸¹⁾ Target = 36,741+ 20% (44,089)

⁽⁸²⁾ The target for 2019 had been increased following the high execution in 2017 and 2018. For the following years, EFSA will analyse again the situation, since change in the approach for social media thematic accounts for followers and saturation of EFSA's target audience for number of interactions may result to a slower pace of increase;

⁽⁸³⁾ From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018 (see Performance report P3 2018). actual 2018 will be updated in January 2019

Table 26: 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 2022 ⁽⁸⁴⁾			
			2018 ⁽⁸⁵⁾	2019	2020	2021	2022
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) ⁽⁸⁶⁾		57.8% ⁽⁸⁷⁾	57.8	Annual comparison			
Use and reuse of EFSA's accessible data and evidence	Data/evidence reused by stakeholders via citation statistics ⁽⁸⁸⁾	TBD in 2019	Increase for 2019-2022 TBD in 2019				
Outcome: Improved access to data							
Data accessibility index	Number of publicly accessible data collections published without data aggregation by EFSA	1 ⁽⁸⁹⁾	7 ⁽⁹⁰⁾	8 ⁽⁹¹⁾	9 ⁽⁹²⁾	9	9
	Number of data collection dashboards/aggregates published	11 ⁽⁹³⁾	17 ⁽⁹⁴⁾	19	20	20	20

⁽⁸⁴⁾ 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.

⁽⁸⁵⁾ To be revised in January 2019

⁽⁸⁶⁾ The baseline for this indicator is set using the results of the 3rd External Evaluation Survey performed in 2017, which was enlarged to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

⁽⁸⁷⁾ Satisfaction rate comes from the Customers/Stakeholders Survey launched in September 2017.

⁽⁸⁸⁾ To explore a common service provider (shared service approach) on bibliometrics to measure impact of EFSA outputs/publications

⁽⁸⁹⁾ Compendium of botanicals.

⁽⁹⁰⁾ 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).

⁽⁹¹⁾ As in 2017, in addition: pesticide residues and AMR.

⁽⁹²⁾ As in 2018, in addition: veterinary medicinal products residues.

⁽⁹³⁾ Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, antimicrobial resistance, food consumption, botanicals, food composition, EFSA-owned raw-data dashboards.

⁽⁹⁴⁾ As in 2016, in addition: chemical contaminant levels, contaminants raw data, food additives intake model template, veterinary medicinal products.

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

Performance indicators	Baseline	Actual	Target by 2022 ⁽⁸⁴⁾			
		2018 ⁽⁸⁵⁾	2019	2020	2021	2022
Outcome: Wider data coverage						
User statistics from the data warehouse	421 in 2017	463 (10% increase)	Each year >5 % increase compared to previous year			
User statistics from the evidence hub (Open ScaIE/Knowledge Junction) ⁽⁹⁵⁾	1, 105 (number of uploaded and curated digital objects — consolidating 5 year period)	1,216	Each year 10 % increase compared to previous year			
Outcome: Increased standardisation and interoperability of data						
Share of regulated product areas covered by structured data	0 ⁽⁹⁶⁾	N/A	N/A	TBD in 2018	100 %	
Increased maturity in data interoperability — EIF/IMM index ⁽⁹⁷⁾	TBD in 2018	N/A	Increase for 2018-2020 TBD in 2018			
Outcome: Improved quality of data						
Data quality ⁽⁹⁸⁾	N/A ⁽⁹⁹⁾	N/A	80%	90%	95%	95%

⁽⁹⁵⁾ Number of uploaded and curated digital objects and their increase on a yearly basis;

⁽⁹⁶⁾ This measurement is linked to the progress of the MATRIX project

⁽⁹⁷⁾ 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.

⁽⁹⁸⁾ 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. The 2019 data quality indicator pertains to timeliness and is assessed for the following annual European data collections (contaminant occurrence, pesticide residues, veterinary medicinal product residues, and zoonoses and antimicrobial resistance). The indicator is measured as an average of i) the proportion of data records submitted by the annual (legal) reporting deadline, and ii) the proportion of data records confirmed in the scientific data warehouse by the deadline for acceptance agreed with data networks.

⁽⁹⁹⁾ Within the framework of a pilot study on data quality (M-2018-0121), several indicators of data quality were measured and evaluated (e.g. timeliness, consistency, completeness). The pilot study identified timeliness as the priority data quality indicator for improvement, and the DATA Unit proposes the indicator: "Timeliness of annual European data collections" as the initial focus for improvement

Table 27: 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 2022 ⁽¹⁰⁰⁾				
		2018	2019	2020	2021	2022	
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 ⁽¹⁰¹⁾ (development and roll-out of a database for sharing MS RA activities)	Number of MS active in sharing risk assessment plan	25 (2016)	25	25 or more	25 or more	25 or more	25 or more
	Potential duplication identified before an activity is started	0	Identified timely in 95% of cases	Identified timely in 100% of cases			
	Potential divergence identified before the adoption of an opinion ¹⁰²	0	Identified timely in 95% of cases	Identified timely in 100% of cases			
	Follow-up actions within 10 days of identification of potential divergence	0	95 %	100 %	100 %	100 %	100 %
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) ¹⁰³	MS, EU, international, non-EU-country organisations	56.9% ¹⁰⁴	56.9%	Annual comparison			
	Individual experts	72.0% ⁽¹⁰⁵⁾	72.0%	Annual comparison			

⁽¹⁰⁰⁾ 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.

⁽¹⁰¹⁾ 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'.

⁽¹⁰²⁾ In preparation of the next strategy cycle to elaborate on the methodology that would allow divergence identification before the adoption of a scientific output

⁽¹⁰³⁾ The baseline for this indicator is set using the results of the 3rd External Evaluation Survey performed in 2017, which was enlarged to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

⁽¹⁰⁴⁾ Satisfaction rate comes from the Customers/Stakeholders Survey launched in September 2017

⁽¹⁰⁵⁾ Satisfaction rate comes from the Customers/Stakeholders Survey launched in September 2017

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

Performance indicators		Baseline	Actual	Target by 2022 ⁽¹⁰⁰⁾			
			2018	2019	2020	2021	2022
Outreach of supporting publications on grants and procurement ⁽¹⁰⁶⁾	Number of page visits (visibility)	TBD in 2018	TBD in 2018	3-5 % increase annually			
	Number of Downloads (usage)						
	Number of Citations (impact)						
Outcome: Building and sharing capacity within the risk assessment community at organisational level							
Risk assessment agenda take-up index ⁽¹⁰⁷⁾	Number of joint projects awarded in the reported period	N/A	7 ⁽¹⁰⁸⁾	5	5	5	5
	Number of priority areas in the EU RAA covered		3 ⁽¹⁰⁹⁾	2	2	2	2
	Number of MS that have participated in joint projects		7 ⁽¹¹⁰⁾	8	8	8	8
	Number of partners (i.e. beneficiaries) participating in consortia i		16 ⁽¹¹¹⁾	11	11	11	11
	Number of projects not funded primarily by EFSA		1	2	4	4	4
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements ⁽¹¹²⁾		5	50	50	50	50	50

⁽¹⁰⁶⁾ see Performance report P3 2018. Actual 2018 will be updated in January 2019.

⁽¹⁰⁷⁾ Reduction of targets due to decreased availability of budget and the application of negative priorities

⁽¹⁰⁸⁾ 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

⁽¹⁰⁹⁾ out of 28 priority areas, target 2017 = 5

⁽¹¹⁰⁾ out of 30 (i.e. 28 MS and IS and NO), target 2017 = 8 MS

⁽¹¹¹⁾ same organisation counted only once, as participating, target 2017 = 20

⁽¹¹²⁾ Activities under international scientific cooperation agreements not related to risk assessment agenda and reported under SO3 annual indicator "Number of international cooperation activities (meetings, events, missions)".

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

Performance indicators		Baseline	Actual	Target by 2022 ⁽¹⁰⁰⁾			
			2018	2019	2020	2021	2022
Research agenda take-up index	Number of research recommendations taken up in MS, EU or international research programmes ⁽¹¹³⁾	N/A	TBD in 2019				
	Number of research projects (EU and international) in which EFSA is participating (actively or passively)	Defined in 2017:1	2	3	5	7	7
Participation of MS organisations in EFSA’s work programme (science grants & procurement)	Application rate for EFSA’s open calls	2,15	2.15	> 3	> 4	> 4	>4
	Number of Article 36 organisations applying for EFSA grants	84	84	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	N/A	Measured compliance against threshold defined in 2018			

⁽¹¹³⁾ In preparation of the next strategy cycle to elaborate on the methodology that would allow to properly monitor the indicator

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

Performance indicators	Baseline	Actual	Target by 2022 ⁽¹⁰⁰⁾			
		2018	2019	2020	2021	2022
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 ⁽¹¹⁴⁾ (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in risk assessment) ⁽¹¹⁵⁾	0	N/A	TBD in 2018 ⁽¹¹⁶⁾			

Table 28: 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 2022 ⁽¹¹⁷⁾			
			2018	2019	2020	2021	2022
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 ⁽¹¹⁸⁾	To be calculated end 2018	TBD in 2018	Increase TBD in 2018			
	% of questions (regular and urgent) delivered within the initially agreed timelines ⁽¹¹⁹⁾	70%	70 %	5% 1ncrease each year			

⁽¹¹⁴⁾ e.g. in scientific assessments (literature search, data collection, hazard/risk identification, risk characterisation, exposure assessment) or other processes (e.g. DoIs screening).

⁽¹¹⁵⁾ Update of the indicator: 'Share of outputs produced using new types of capacity'.

⁽¹¹⁶⁾ In the context of the definition of the innovation process of EFSA

⁽¹¹⁷⁾ 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.

⁽¹¹⁸⁾ Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office (PCO) activities during the discussion of the mandates feasibility.

⁽¹¹⁹⁾ Initially agreed deadline vs updated deadline, only applicable for negotiated deadlines.

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

Performance indicators		Baseline	Actual	Target by 2022 ⁽¹¹⁷⁾			
			2018	2019	2020	2021	2022
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) ¹²⁰	Risk managers (EU/MS)	66.6%	66.6%	Annual comparison			
	Stakeholders (general)	66.3%	66.3%	Annual comparison			
	MS, EU, international, non-EU-country organisations	69.9%	69.9%	Annual comparison			
Use of EFSA’s guidance (access, downloads, citations) ⁽¹²¹⁾	Number of page visits (visibility)	TBD in 2018	TBD in 2018	3-5 % increase every year			
	Number of downloads (usage)						
	Number of citations (impact)						
Use of EFSA’s methodologies (access, downloads, citations) ⁽¹²²⁾		Not measured yet, TBD in 2019	N/A	TBD in 2019			
Use of EFSA’s tools (statistical models) ¹²³		304	451	496	each year 10 % increase compared with previous year		

⁽¹²⁰⁾ The baseline for this indicator is set using the results of the 3rd External Evaluation Survey performed in 2017, which was enlarged to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

⁽¹²¹⁾ From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018 (see Performance report P3 2018). actual 2018 will be updated in January 2019

⁽¹²²⁾ To be developed in 2019 within the context of the further development of the Knowledge Junction, in the context of exploring the use of bibliometrics to measure impact of EFSA outputs/publications (see also SO2 intermediate impact indicator "Use and re-use of EFSA's accessible data and evidence".

⁽¹²³⁾ Measuring the overall registered users in R4EU platform

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

Performance indicators	Baseline	Actual	Target by 2022 ⁽¹¹⁷⁾			
		2018	2019	2020	2021	2022
Outcome: 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) ⁽¹²⁴⁾ having been further developed (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in risk assessment) ⁽¹²⁵⁾	0 in 2016	5	10	15	8	8
Outcome: 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 2018			Each year 10 % increase compared to previous year		
Outcome: Harmonisation of risk assessment methodologies						
Increase in the use of cross-cutting guidance documents by EFSA panels ⁽¹²⁶⁾	Number of citations of cross-cutting guidance in <i>EFSA Journal</i> ⁽¹²⁷⁾	TBD in 2018 for 2019-2022				
Use of ‘compulsory’ guidance documents by panels and working groups	TBD in 2018 (compliance check on use of compulsory guidance) ⁽¹²⁸⁾	100 %, to be measured in 2018				

⁽¹²⁴⁾ 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.

⁽¹²⁵⁾ 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'.

⁽¹²⁶⁾ To be defined in the context of further developing the EFSA process architecture and specifically the "methodologies management" process.

⁽¹²⁷⁾ Number of citations of cross-cutting guidance in EFSA Journal – Linked to the WILEY report

⁽¹²⁸⁾ Compliance check on use of compulsory guidance

Table 29: 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 2022 ⁽¹²⁹⁾			
			2018	2019	2020	2021	2022
Intermediary impact: Sound operational performance							
Proportion of KPIs in programming documents reaching target	Intermediate impact:	71%	71%	80 %			
	Outcome:	97%	97%	90 %			
	Activity/output:	86%	86%	95 % ⁽¹³⁰⁾			
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	73.4:26.6	> 75:25 ⁽¹³¹⁾			
Efficiency index in EFSA’s activities	For mature ⁽¹³²⁾ processes: improved index (ratio of output and quality/satisfaction vs input)	TBD in 2019	N/A	TBD in 2019 for 2019-2022			
	Process maturity index ⁽¹³³⁾ : percentage of mature vs total processes	TBD in 2019	N/A				
	Projects: improved index (delivery on budget, on time, in scope or better)	85%	85 %	87 %	89 %	90 %	90 %

⁽¹²⁹⁾ 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.

⁽¹³⁰⁾ Reduced as more realistic, from 100%

⁽¹³¹⁾ To be reviewed in 2018

⁽¹³²⁾ 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-2018, measurement to start from 2019 onwards.

⁽¹³³⁾ Mapping to be finalised by end-2018, measurement to start from 2019 onwards.

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES							
Performance indicators	Description	Baseline	Actual	Target by 2022 ⁽¹²⁹⁾			
			2018	2019	2020	2021	2022
Outcome: People and culture							
Staff engagement index via feedback survey (based on biannual survey — interagency framework) ⁽¹³⁴⁾	Total favourable (%)	63 (2015)	66	N/A	60/75	N/A	
	Total engagement (%)	76 (2015)	78	TBD	TBD		
	Organisational awareness/commitment ⁽¹³⁵⁾	75%	75%	TBD	TBD		
Management and leadership index	Management feedback survey: Line management	69 %;	71 %	≥70 %;	70 %;		
	Management feedback survey: leadership	46 %	53 %	60 %	60%		
	Occupancy rate (%) Statutory staff year average	95 %	95.5 ⁽¹³⁶⁾	> 95.5 %	> 96 %		
	Competence management maturity level	TBD via: (a) feedback of participants in managers' development (MD) programme 2018 ¹³⁷	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 2018				
		(b) EFSA's compliance with European skills/competences & occupations 2017	86%	86%	86%	100%	100%
Outcome: Compliance ⁽¹³⁸⁾							
Compliance index (laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser)	0; 4 (2016)	2	0; < 5			

⁽¹³⁴⁾ Staff engagement survey to be launched in 2019; will provide results in Q1 2020.

⁽¹³⁵⁾ This indicator reflects the extent to which EFSA staff puts EFSA's values (scientific excellence, independence, openness, innovation and cooperation) into practice.

⁽¹³⁶⁾ Average Occupancy rate reported for the reporting period January – December 2018. The occupancy rate as of 31/12/2018, reached the xx%

⁽¹³⁷⁾ Management Feedback Survey scheduled for mid-November. Detailed results as of January 2019

⁽¹³⁸⁾ To be measure in the context of the new internal control framework monitoring criteria (see table in Appendix C-ii).

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA’S VALUES							
Performance indicators	Description	Baseline	Actual	Target by 2022 ⁽¹²⁹⁾			
			2018	2019	2020	2021	2022
Outcome: Enabling work environment							
Innovative collaboration methods supported by world-class IT tools ⁽¹³⁹⁾	Percentage of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings) ⁽¹⁴⁰⁾	15 %	25 %	≥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 % ⁽¹⁴¹⁾	Decrease by 50 % in 2018	TBD	TBD in 2018 for 2019-2020		
	Social collaboration platforms (staff, experts, networks) ⁽¹⁴²⁾	TBD in 2019	TBD in 2019				
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; To be confirmed in 2019 following the adoption of the maturity model by the EU Agencies Network				
World-class IT maturity level (PEMM model) ⁽¹⁴³⁾		1.7	1.9	2.0	2.1	2.1	2.1

Table 30: 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

⁽¹³⁹⁾ The sub-indicator 'Physical meetings (staff)' is deleted.

⁽¹⁴⁰⁾ Update of the indicator: 'Ratio of physical meetings vs tele-meetings (experts & networks)'.

⁽¹⁴¹⁾ Less than 5 % of all use of email by EFSA is for the purpose of communicating with its customers and suppliers outside EFSA premises.

⁽¹⁴²⁾ Pending decision on the platform.

⁽¹⁴³⁾ 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.

Appendix C-ii — Internal Control Framework Monitoring Criteria

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: (i) effectiveness, efficiency and economy of operations; (ii) reliability of reporting; (iii) safeguarding of assets and information; (iv) prevention, detection, correction and follow-up of fraud and irregularities; and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. 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 internal control framework consists of five internal control components and 17 principles based on the integrated COSO Internal Control Framework.

Table 31: Internal Control Framework Monitoring Criteria

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2017	ACTUAL 2018	TARGET 2019
Control environment				
EFSA demonstrates a commitment to integrity and ethical values	% of EFSA staff participating in mandatory training on ethics and integrity	N/A	TBD	100 %
	% of DOIs completed by EFSA staff in the reporting year	N/A	TBD	100 %
	% of experts with approved annual DOIs before first meeting invitation	100%	TBD	100 %
The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control	Audit results from the European Court of Auditors and the Internal Audit Services of the European Commission together with the activities and achievements that support EFSA's Management Assurance are reported to the Management Board.	Yes	Yes	Yes

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2017	ACTUAL 2018	TARGET 2019
Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives	EFSA has a defined Accountability Framework that includes the following four components: governance and decision-making, results-based management, assurance and quality & continuous improvement.	N/A	Project on track	Project on track
EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives	EFSA created the Expert Management Programme in order to better coordinate the planning, sourcing, selection and competencies management for scientific staff and experts.	N/A	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 (%)	N/A	TBD	TBD
Risk assessment				
EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives	EFSA's performance management translates strategic objectives into an annual work programme linking specific activities to each strategic area.	Yes	TBD	Yes
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	EFSA Risk Management methodology is integrated in the Process Management cycle and documented in the EPA process templates.	N/A	TBD	Yes
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	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 significant changes that are assessed by the respective governance bodies within EFSA.	Yes	TBD	Yes

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2017	ACTUAL 2018	TARGET 2019
Control activities				
EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels	Number of non-compliance events/financial, non-financial exceptions/respective impact	Less than 25/no more than 90/no more than EUR 150 000	TBD	Less than 120/less than 90/no more than EUR 150.000
	EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Project on track	Yes	Yes
	A Disaster Recovery Plan is designed, with cloud services to serve as disaster recovery infrastructure and disaster recovery systems replicated in a remote site.	Project on track	Yes	Yes
EFSA selects and develops general control activities over technology to support the achievement of objectives	Vulnerability tests are performed with follow-up of results	N/A	TBD	TBD
EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action	Control activities are included in the EFSA Process Architecture and documented in procedures.	N/A	TBD	Yes
Information and communication				
EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	EFSA's Management Assurance includes the Information Management Pillar that deals with information security, records management and data protection.	Yes	Yes	Yes
EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control	Internal Control monitoring criteria are incorporated into the Programming Document and differentiated from performance indicators	Yes	Yes	Yes
EFSA communicates with external parties about matters affecting the functioning of internal control	EFSA publishes its Annual Report that includes a dedicated chapter on EFSA's Management Assurance activities.	Yes	TBD	Yes

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2017	ACTUAL 2018	TARGET 2019
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 EFSA Management Assurance activities including the respective control activities are endorsed by the Assurance Council and included in EFSA's Annual Work plan.	N/A	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 assessments of the internal control system defined within the 10 Assurance Pillars are reviewed and endorsed by the Assurance Council and reported in the EFSA Assurance Report.	Yes	TBD	Yes

Appendix D — Projects and process improvement initiatives per strategic objective

DRAFT

The projects included in EFSA portfolio is included in this section (tables 32b and 32c) together with an estimation of efficiency gains obtained through specific projects that aim at the generation of 'free capacity' (table 32a).

Table 32a: Sources of human resource capacity increase (FTEs) ⁽¹⁴⁴⁾ (Numbers in each column represent the cumulative increase/decrease up to that year)

SOURCE	PROGRAMME	PROJECT	2015	2016	2017	2018	2019	2020	2021	2022
Efficiency gains ⁽¹⁴⁵⁾	Information management programme	EFSA Journal outsourcing	0.0	1.0	1.0	8.8	8.8	8.8	8.8	8.8
		EFSA website update (AGORA)	0.0	1.5	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	0.5
		Regulated products workflow (Matrix)	0.0	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	2.1
		NWOW & digital collaboration ⁽¹⁴⁶⁾	0.0	0.0	0.0	0.0	1.0	2.0	2.0	2.0
		BIKE	0.0	0.0	0.0	0.0	0.0	1.3	1.3	1.3
		Total IMP	1.3	3.8	4.5	12.6	13.9	16.7	19.2	19.2
	STEP 2018	STEP 2018 and paperless workflow	14.0	17.0	19.0	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	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	2.0
		Talent management	0.0	0.0	0.0	0.0	3.0	5.0	5.0	5.0
		Total EMP	0.0	0.0	0.0	4.0	9.0	14.0	14.0	14.0
	Architecture programme	To be defined							14.0⁽¹⁴⁷⁾	28.0
Efficiency gains total			15.3	20.8	23.5	35.6	41.9	49.7	66.2	80.2

⁽¹⁴⁴⁾ 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.

⁽¹⁴⁵⁾ 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.

⁽¹⁴⁶⁾ New efficiency initiatives (e.g. NWOW, digital collaboration, BIKE) are just starting and FTE savings are at the basis of the business case.

⁽¹⁴⁷⁾ Savings from ART programme are an objective for the programme and have been calculated as an average year on year 3% efficiency improvement at EFSA level (all processes). This efficiency improvement is expected, among others, to cover for the scientific complexity increase (calculated as an average 2% year on year demand increase only on scientific processes)

Table 32a: Projects and process improvement initiatives per strategic objective — timelines and allocated resources overview

#	Status ¹⁴⁸	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
SO1-IMPACT - Increased satisfaction of stakeholders regarding EFSA outputs, process, and communication																
SO1-OUTCOME - enhanced outreach of communication																
1	E		Evidence-Based Approach to Risk Communications	N/A	N/A	N/A	N/A									
2			Social Media 2020	137,040	6.71	11/04/2017	31/12/2019									
SO1-OUTCOME - increased engagement of stakeholders in scientific activities																
3			Reputation Management	205,000	0.44	01/01/2016	31/12/2020									
4			Stakeholders engagement	29,500	1.33	28/07/2017	31/12/2020									
5	C		Transparency and Engagement in Risk Assessment – TERA project	67,848	4.66	18/11/2015	31/12/2018									
SO1-OUTCOME - Full availability of documentation relevant to EFSA scientific outputs																
6			MATRIX: Implementation Phase - IMP ⁽¹⁴⁹⁾ -	22,000,000	24.25	09/11/2016	31/12/2022									
SO2-IMPACT - Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data																
7			Information management programme - IMP	1,602,468	18.35	01/07/2014	31/12/2022									
SO2-OUTCOME - Improved access to data																
8	C		Open ScaIE project: EFSA Open Scientific Advanced Information and Evidence Hub Project - IMP	97,434	2.6447	15/12/2015	31/12/2018									
9			DATA DOI project - IMP	210,000	2.62	22/02/2017	31/12/2019									
SO2-OUTCOME - Increased standardisation and interoperability of data																
10			Support to national dietary surveys in compliance with the EU Menu methodology	700,000	6	18/05/2016	31/12/2022									

⁽¹⁴⁸⁾ E: Envisioning, C: closed, P: became a process

⁽¹⁴⁹⁾ with final tollgate decision in 2019 to implement or not

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
11	C		Provision of end user scientific support to EFSA on FoodEx2: entrustment of tasks to article 36 competent organisations	8,000	1	01/01/2018	31/12/2018									
12			Introduction of a framework for Information Access Management in EFSA	1,935,519	3.13	28/10/2015	31/12/2019									
13			Framework Partnership Agreement on Data Quality	2,896,209	2	03/10/2017	31/12/2022									
14	P		Service catalogue for the DATA Unit (Data collection service)	63,000	0.45	19/04/2016	31/12/2018									
SO2-OUTCOME - Wider data coverage																
15	P		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	2.16	14/10/2014	31/12/2018									
16			GMO analysis and storage NGS	159,890	1.79	01/01/2019	31/12/2022									
SO3-IMPACT - Increased satisfaction of MS and international stakeholders with regard to the building and sharing of risk assessment capacity and a knowledge community																
17			3rd Scientific Conference	1,080,963	3.54	16/03/2017	30/06/2019									
18			Building a wider food safety research community	166,741	6.12	01/01/2019	31/12/2022									
SO3-IMPACT - Increased efficiency at European and international level																
19			Expertise Management Programme	489,900	1.4	22/09/2015	31/12/2020									
20			FEED pilot production model	90,000	2.45	01/01/2019	31/12/2022									
SO3-OUTCOME - Building and sharing within the risk assessment community at individual level																
21	P		Scientific Risk Assessment capacity building - Training & Teaching activities	N/A	N/A	27/09/2016	31/12/2018									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
22	P		Training in Systematic reviews or in specific steps of Systematic reviews for EFSA Risk Assessment.	70,000	0.645	15/07/2014	31/12/2018									
23	P		Training on Expert Knowledge Elicitation			08/07/2014	31/12/2018									
24			Knowledge & Innovation Communities (KICs)	5,000	2.06	22/08/2017	31/12/2019									
SO3-OUTCOME - Building and sharing within the risk assessment community at organisational level																
25	P		Strategic Approach to International Cooperation (ILMERAC)- RAMPRO	60,000	N/A	04/04/2017	31/12/2019									
26	P		2017 Interagency -including EUANSA and EU bodies / Institutions-Scientific Cooperation'-IASC	N/A	N/A	22/11/2016	31/12/2018									
27			2017-19 Pre-accession project - Preparatory measures for the participation of IPA beneficiaries in EFSA 2017-2019	820,000	4.65	08/10/2014	31/12/2021									
28	P		EU-FORA: Fellowship Programme	N/A	N/A	31/05/2016	31/12/2018									
29			Innovative approach for Article 36 networking and management of the List	221,314	2.38	21/07/2016	31/12/2019									
SO3-OUTCOME - Strengthened capacity using innovative ways																
30			Joining forces at EU level on the implementation of Artificial Intelligence	800,000	3	01/01/2019	31/12/2020									
31			Hackathon	60,000	0.45	01/01/2018	31/12/2022									
32	P		The use of machine learning techniques (MLT) for literature reviews and systematic reviews	70,000	0.645	15/03/2016	31/12/2018									
33			CROWDSOURCING: Engaging communities effectively in scientific assessment	575,000	2.43	11/11/2015	31/12/2019									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
SO4-IMPACT - Increased effectiveness of preparedness and response																
34		4.1 - Preparedness	PLH preparedness to the risks of new plant pests	610,000	0.54	04/10/2017	31/12/2020									
35		4.2 - Chemical RA	Implementation of the Guidance on the establishment of residue definition for dietary risk assessment - RAMPRO	300,000	1.11	11/04/2017	31/12/2019									
36		4.3 - Environmental RA	Guidance on non-target terrestrial organisms - RAMPRO	171,600	0.76	01/08/2017	31/12/2020									
37		4.4 - Biological RA	PLH procurement on Xylella vectors	400,000	0.9	08/09/2017	31/12/2020									
38		4.5 - RA Methodology development-horizontal	Evidence appraisal (CATs) - RAMPRO	90,000	0.37	01/01/2019	31/12/2019									
39		4.5 - RA Methodology development-horizontal	Benchmark Dose Model (BMD) - RAMPRO	105,000	0.31	30/05/2017	31/12/2019									
40		4.6 - RA Methodology development-sectoral	Revision of the Guidance on risk assessment for aquatic organisms-RAMPRO	0	0.73	01/01/2016	31/12/2020									
41		4.6 - RA Methodology development-sectoral	Scientific Opinion on the updated proposal for an Aged Soil Adsorption Guidance	50,000	0.34	10/05/2017	31/12/2018									
42		4.6 - RA Methodology development-sectoral	Pesticides in food for infants and young children - RAMPRO	79,488	1.4	18/10/2016	31/12/2018									
43		4.6 - RA Methodology development-sectoral	Revision of the EFSA Guidance on Risk assessment for Birds and Mammals - RAMPRO	124,144	1.61	23/05/2017	31/12/2020									
SO4-OUTCOME - Fostered use of new approaches and enhanced ability to anticipate and respond to risks																

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
44		4.1 - Preparedness	RAM-Pro: Risk Assessment Methodology Programme - RAMPRO	0	10.31	16/06/2017	31/12/2020									
45		4.1 - Preparedness	EFSA's activities on emerging risks - RAMPRO	1,400,000	5.2	31/10/2014	30/06/2020									
46		4.1 - Preparedness	Risk Assessment Tools for the Safety of Global Food and Feed Supply Chains (FPA BfR)	1,429,000	1.95	02/12/2016	31/12/2019									
47	C	4.1 - Preparedness	BIOHAZ Food-borne parasites	54,570	0.65	07/06/2017	31/12/2018									
48	E	4.1 - Preparedness	Generation of occurrence data on zearalenone and its modified forms in food and feed	N/A	N/A	N/A	N/A									
49		4.2 - Chemical RA	Implementation of Cumulative Risk Assessment of Pesticides (part 1) - RAMPRO	214,870	5.58	01/07/2014	31/12/2021									
50		4.2 - Chemical RA	Implementation of Cumulative Risk Assessment of Pesticides (part 2) - RAMPRO	1,964,000	4.79	18/10/2019	31/12/2022									
51		4.2 - Chemical RA	Data collection in support of the Endocrine Disruption (ED) assessment for non-target organisms - RAMPRO	144,000	0.25	01/01/2018	31/12/2020									
52		4.2 - Chemical RA	Development of conversion model for recoding food commodities used in pesticide residues	10,000	0.2	01/01/2018	31/12/2019									
53		4.2 - Chemical RA	In vitro comparative metabolism	37,817	0.25	01/01/2018	31/12/2019									
54		4.2 - Chemical RA	Use and reporting of historical control data (HCD) for the carcinogenesis studies - RAMPRO	40,310	0.9	01/01/2019	31/12/2020									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
55		4.2 - Chemical RA	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	277,254	1.27	04/04/2017	31/12/2019									
56		4.2 - Chemical RA	Integrating new approaches in chemical risk assessment - RAMPRO	1,375,000	1.9	18/11/2015	31/12/2020									
57		4.2 - Chemical RA	Exploring in silico protein toxicity prediction methods - RAMPRO	100,000	0.07	25/09/2018	31/12/2019									
58		4.2 - Chemical RA	Development of an in silico tool for HLA-DQ-peptide modelling - RAMPRO	150,000	0.46	01/01/2018	31/12/2022									
59	C	4.3 - Environmental RA	Adjuvanticity / immunogenicity assessment of proteins	90,000	0.2	21/03/2017	31/12/2018									
60	C	4.3 - Environmental RA	EFSA Guidance documents and preparatory activities for RA methodological updates	N/A	N/A	03/02/2015	31/12/2018									
61		4.3 - Environmental RA	EFSA Guidance Document for predicting environmental concentrations of active substances of plant protection products in soil - RAMPRO	371,300	2.37	06/06/2014	31/12/2022									
62		4.3 - Environmental RA	EFSA Guidance on completing risk assessment for active substances that have isomers	42,500	1.7	26/01/2017	31/12/2019									
63	C	4.3 - Environmental RA	Guidance Document for the Implementation of the Hazard-based Criteria to identify Endocrine Disruptors - RAMPRO	254,261	3.6	08/11/2016	31/12/2018									
64		4.3 - Environmental RA	Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to	818,730	1.25	30/05/2017	31/12/2019									

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#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
			pesticides - RAMPRO													
65	C	4.3 - Environmental RA	QSAR dermal absorption: Applicability of in silico tools for the prediction of dermal absorption for pesticides	250,000	0.5	03/05/2017	31/12/2018									
66		4.3 - Environmental RA	Repair action of the FOCUS surface water scenarios	87,000	0.95	20/12/2016	31/12/2019									
67		4.3 - Environmental RA	Developing protection goals for terrestrial non-target organisms - RAMPRO	0	0.4	01/01/2019	31/12/2020									
68		4.3 - Environmental RA	Environmental risk assessment of copper used as a pesticide - RAMPRO	0	5	01/01/2019	31/12/2020									
69	E	4.3 - Environmental RA	GD_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	N/A	N/A	N/A	N/A									
70		4.3 - Environmental RA	Non-target Lepidoptera model - RAMPRO	200,000	0.36	01/01/2018	31/12/2020									
71		4.3 - Environmental RA	MUST-B : EU efforts towards the development of a holistic approach for the risk assessment on Multiple STressors in Bees -RAMPRO	1,661,000	4.96	28/02/2017	31/12/2020									
72		4.4 - Biological RA	Role of environment in the emergence and spread of AMR through the food chain	0	0.5	01/01/2019	31/12/2020									
73		4.4 - Biological RA	QPS self-task 2017-2019 and 2020-2022	81,000	1.8	16/11/2016	31/12/2019									
74		4.4 - Biological RA	Arthropod vectors	2,028,124	2.75	01/01/2018	31/12/2022									
75		4.4 - Biological RA	Wild Life surveillance	400,000	0.9	10/03/2017	31/12/2022									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
76		4.4 - Biological RA	Data collection and analyses processes on animal disease outbreaks and surveillance	1,025,000	5.47	01/01/2018	31/12/2020									
77		4.4 - Biological RA	Outsourcing on the application of NGS (next generation sequencing) on Norovirus	200,000	0.38	01/01/2018	31/12/2020									
78		4.4 - Biological RA	WGS Umbrella - IMP	364,729	5.07	25/07/2017	31/12/2019									
79		4.4 - Biological RA	Synthetic Biology -RAMPRO	460,000	3.75	01/01/2019	31/12/2019									
80		4.4 - Biological RA	Next generation sequencing	44,770	0.6	01/01/2018	31/12/2019									
81		4.4 - Biological RA	Risks linked to the use of water in food processing	0	0.5	01/01/2019	31/12/2020									
82	P	4.5 - RA Methodology development- horizontal	Specialised training courses on certain aspects of food safety RA	504,000	1.01	19/11/2015	31/12/2018									
83	C	4.6 - RA Methodology development- sectoral	Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods	N/A	0.49	22/06/2016	31/12/2018									
84		4.6 - RA Methodology development- sectoral	Guidance documents for the substantiation of health claims	61,206	1.35	12/04/2016	31/12/2020									
85		4.6 - RA Methodology development- sectoral	Feed Additives: Update of Guidance documents produced by the FEEDAP Panel	275,120	3.52	13/11/2015	31/12/2022									
86	E	4.6 - RA Methodology development- sectoral	Workshop for the evaluation of phototoxicity and photomutagenicity	N/A	N/A	N/A	N/A									
87		4.6 - RA Methodology development- sectoral	Scientific opinion on the state of the science of pesticide risk assessment for bats -RAMPRO	39,200	0.6	01/08/2018	31/12/2019									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
88		4.6 - RA Methodology development- sectoral	Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment	184,500	1.35	26/01/2018	31/12/2020									
SO4-OUTCOME - Accessibility of EFSA methods and tools																
89			Pesticide residue intake model (PRIMO rev. 4) - RAMPRO	100,000	1.1	01/01/2019	31/12/2020									
90			Animal dietary exposure assessment in EFSA - RAMPRO	9,000	0.34	01/01/2019	31/12/2019									
91			Development of a platform of data and tools in landscape-based ERA - RAMPRO	0	0.48	01/01/2019	31/12/2020									
92			R Services for EU projects (R4EU): Assistance to the Assessment and Methodological support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad- hoc R consultation (bug fixing, convergence issues faced, code optimization	980,000	1.55	18/11/2015	31/12/2019									
SO4-OUTCOME - Harmonisation of risk assessment methodologies																
93		4.1 - Preparedness	Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA) -RAMPRO	6,000	0.52	26/01/2017	31/12/2019									
94			OECD Meta-path: Incorporation of pesticide residue data - RAMPRO	660,000	0	01/01/2019	31/12/2020									
95	C	4.5 - RA Methodology development- horizontal	PROMETHEUS Project: Promoting Methods for Evidence Use in Science - RAMPRO	68,000	3.83	29/10/2014	31/12/2018									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
96		4.5 - RA Methodology development- horizontal	Guidance on how to characterise, document and explain uncertainties in risk assessment -RAMPRO	360,000	4.98	25/11/2014	31/12/2022									
97		4.5 - RA Methodology development- horizontal	Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed -RAMPRO	385,900	3.79	17/01/2017	31/12/2022									
98	C	4.5 - RA Methodology development- horizontal	Guidance on the use of the Weight of Evidence Approach in Scientific Assessments -RAMPRO	N/A	N/A	07/02/2017	31/12/2018									
99		4.5 - RA Methodology development- horizontal	MixTox: Developing harmonised methods for the risk assessment of combined exposure to multiple chemicals -RAMPRO	0	2.72	13/01/2015	31/12/2020									
100	C	4.5 - RA Methodology development- horizontal	Scientific Committee Guidance Document Review framework	70,000	0.35	05/08/2014	31/12/2018									
101		4.5 - RA Methodology development- horizontal	Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) -RAMPRO	423,485	2.07	10/05/2017	31/12/2022									
102		4.5 - RA Methodology development- horizontal	Mapping, development, implementation and dissemination of cross- cutting RA guidance documents -RAMPRO	0	7.12	16/01/2018	31/12/2020									
103		4.5 - RA Methodology development- horizontal	Review of the evidence for non-monotonic dose- responses -RAMPRO	15,000	0.27	01/01/2019	31/12/2019									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
104		4.5 - RA Methodology development- horizontal	SC guidance on appraising evidence from epidemiological studies used in EFSA's scientific assessment -RAMPRO	26,975	3.44	01/01/2019	31/12/2021									
105		4.5 - RA Methodology development- horizontal	Standing working group on ecotoxicology effect modelling	0	0.5	01/01/2019	31/12/2022									
106		4.5 - RA Methodology development- horizontal	Development of Adverse Outcome pathways relevant for the identification of endocrine disruptors - RAMPRO	92,400	1.2	01/01/2019	31/12/2020									
107		4.5 - RA Methodology development- horizontal	Methods for Problem formulation and protocol development -RAMPRO	1,598,087	3.448	01/01/2019	31/12/2022									
SO5-Impact - Efficiency																
108			BIKE project	785,016	3.27	01/01/2018	31/12/2019									
109			Core operational model planning (COMPASS)	1,330,000	8.56	01/01/2019	31/12/2021									
110			DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) - IMP	1,598,087	2.55	01/01/2018	31/12/2019									
SO5-OUTCOME - Capabilities																
111			Customer Relationship Management (CRM) _IMP	0	0	01/01/2019	31/12/2020									
112	P		Strategic environment analysis	N/A	N/A	01/01/2018	31/12/2018									
113			Transactional services	50,000	1.4	01/01/2019	31/12/2020									
114			Transparency and sustainability in the food chain	25,000	3.82	01/04/2018	31/12/2019									

#	Status 148	Expected result/Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2014	2015	2016	2017	2018	2019	2020	2021	2022
115			Impactful communication and cooperation	60,000	4.87	01/01/2019	31/12/2021									
116			Follow-up of STEP 2018 ex-post evaluation	50,000	1.6	01/01/2019	31/12/2020									
SO5-OUTCOME - People and Culture																
117	P		BuS Organisation Design	72,310	13.14	05/09/2017	31/12/2018									
118			Talent Management Project	3,398,190	19.6	01/01/2014	31/12/2020									
119			EFSA Academy	200,000	2.0	01/01/2020	31/12/2021									
120			Strategic Competencies Analysis - SCA Project	677,980	2.82	26/01/2017	31/12/2019									
SO5-OUTCOME - Enabling working environment																
121			New World Of Work (NWOW) project - IMP	4,376,101	6.25	14/06/2017	31/12/2020									
122			Travel Management Model (TMM) -EMP	7,050	3.35	20/12/2016	31/12/2019									
123			Digital collaboration -IMP	997,666	9.34	18/08/2017	31/12/2020									
SO5-OUTCOME - Compliance																
124			Records and Correspondence Management Project - IMP	102,892	3.84	15/12/2015	31/12/2019									
125			Architecture Programme (ART)	785,000	9.01	10/09/2018	31/12/2019									
126	P		Business Continuity Implementation	N/A	2.24	04/11/2014	31/12/2018									
127	E		Secure Email	N/A	N/A	N/A	N/A									
128	C		Independence Policy Review	127,350	1.615	30/06/2015	31/12/2018									

Table 32b: Projects and process improvement initiatives per SO — milestones 2018-2020 and benefits ⁽¹⁵⁰⁾

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
SO1-IMPACT - Increased satisfaction of stakeholders regarding EFSA outputs, process, and communication					
SO1-OUTCOME - enhanced outreach of communication					
1	Evidence-based approach to risk communications	envisioning project	envisioning project		Create an evidence approach to risk communications and set priorities for EFSA and the Member States
2	Social media (Some) 2020	Introduction of a staff advocacy tool to support the amplification strategy (pilot). Staff advocacy tools facilitate sharing content on the main SoMe platforms and allow to gather insights on the results of the advocacy campaign	Introduction of Staff advocacy tool (APP) used by the Commission with access available for 100 users in EFSA. EFSA Voices: focus on enthusiast ambassadors in EFSA		Enhanced outreach of communication and increase visibility and influence of EFSA's work
SO1-OUTCOME - increased engagement of stakeholders in scientific activities					
3	Reputation management	2nd reputation barometer	3rd Reputation Barometer		Assess stakeholders trust in EFSA
4	Stakeholders engagement	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	Calendar of EFSA public consultations/events. Delivery of a targeted model should deliver a process - methodology that supports EFSA in capturing societal needs and expectations at early stages of EFSA's work, namely at the stage of formulation of the mandate. 1. Stakeholder satisfaction survey with 85% of positive responses 2. Stakeholder Forum meeting 3. Stakeholder Bureau meeting	N/A	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

⁽¹⁵⁰⁾ The numbers in the first column refer to the project numbers in Table 30a.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
5	Transparency and engagement in risk assessment — TERA	In line with transparency measures delivered by IMP and Prometheus	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
SO1-OUTCOME - Full availability of documentation relevant to EFSA scientific outputs					
6	Matrix implementation phase - IMP	<p>Finalisation of Dossiers Structures using OECD harmonised templates</p> <p>Finalisation with SANTE of the FSCAP workflows for NUTRI and FIP</p> <p>Gap Analysis and estimation of Total Cost of Ownership for adapting IUCLID in EFSA¹⁵¹</p>	<p>Integration of FSCAP with EFSA workflows and EFSA IT Systems</p> <p>start implementing IUCLID in EFSA in collaboration with ECHA (see footnote 164)</p> <p>Start the automation of REPRO Risk assessment (using Case Management approach)</p> <p>Start discussion with Industry on Open Dossier Data approach</p>	<p>Continue Implementing IUCLID in EFSA in collaboration with ECHA, to be finalised in 2022 (see footnote 164)</p> <p>Continue the automation of REPRO Risk assessment (using Case Management approach) to be finalised in 2022.</p> <p>Integration of REPRO Risk assessment with SDWH, IUCLID and R4EU</p> <p>Decision on Open Dossier Data approach, to be implemented in 2022.</p>	<p>Increased quality of submitted dossiers by having structured dossiers validated automatically.</p> <p>Increased quality and speed of the risk assessment by having structured dossiers.</p> <p>Increased transparency during the risk assessment process by having a case management approach (easy retrieval of status of dossiers and phase of the risk assessment).</p> <p>Improved monitoring and management of the applications.</p> <p>Reduced effort for correspondence/communication with applicants.</p> <p>Increased customer satisfaction</p> <p>Increased openness by having non-confidential Dossier Data automatically published</p>
SO2-IMPACT - Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data					
7	Information management programme - IMP	Programme Management office for IMP projects: Data DOI, MATRIX, WGS Feasibility Study, BIKE, Art. 36, 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, BIKE, CRM, NWOW, Virtualisation of SDWH and DATA management, Linked EFSA Journal, Crowdsourcing Change Management for major transformational	Programme Management office for IMP projects: MATRIX, WGS, NWOW, Virtualisation of SDWH and DATA management, Linked EFSA Journal, Crowdsourcing Change Management for major transformational projects in place	<p>Increase re-use and discoverability, quality, accessibility, traceability, visibility and interoperability of EFSA Information.</p> <p>Introduce governance, automation, innovation and efficiencies in handling EFSA information</p>

¹⁵¹ with final tollgate decision in 2019

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
			projects in place		Ensure Information Privacy and Security and reduce legal risks. Increase reuse of corporate Information and knowledge. Decreased costs for IT Solutions handling EFSA information'
SO2-OUTCOME - Improved access to data					
8	Open ScaIE project: EFSA open scientific advanced information and evidence hub project – IMP	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	Data DOI project - IMP	Metadata standard for collected DATA agreed and populated Interface between EFSA and EU Open Data and IPCHEM Portals 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 and IPCHEM by transferring metadata from EFSA data collections. Increased interoperability by having datasets described via open standard API
SO2-OUTCOME - Increased standardisation and interoperability of data					
10	Support for national dietary surveys in compliance with	Annual progress report 4 intermediate reports 10 final scientific reports 10 national individual food-	1 final scientific report 1 national individual food consumption data	6 final scientific report 6 national individual food consumption data	A long term objective of EFSA is the acquisition of a harmonised pan-European food-consumption database

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
	the EU Menu methodology	consumption data			within the framework of the EU Menu process 'What's on the Menu in Europe?' (EU Menu).
11	Provision of end user scientific support to EFSA on FoodEx2: entrustment of tasks to article 36 competent organisations				
12	Introduction of a framework for information access management in EFSA	New Identity Management System delivered in production including self services			Development of a centralised framework for information access management of EFSA Information
13	Framework partnership agreement on data quality	Drafts for the MS template deliverables. KPIs proposal	Summary document		Deliver a tangible improvement of the data collection process both in terms of data quality and national governance.
14	Service catalogue for the DATA Unit (data collection service)				Strengthen the service management within the Evidence Management (DATA) unit
SO2-OUTCOME - Wider data coverage					
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'				Develop a data collection system allowing direct data submission by the Member States.
16	GMO analysis and storage of NGS	A temporary solution was found by using the BIOCONTAM umbrella project until Quarter 3 of 2019. A permanent solution is being sought. Quarter 1: analysis and storage of NGS available	Use of storage space and software confirmed Inclusion of GMO data and storage analysis needs in an EFSA holistic and sustainable approach		GMO Unit's preparedness for present and new challenges due to scientific advances in sequencing technologies used for molecular characterisation of GM events. Building EU's

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
		Payments to be executed as laid out in the umbrella project.			scientific assessment capacities by establishing a platform for sequencing quality check in GMO dossiers.
SO3-IMPACT - Increased satisfaction of MS and international stakeholders with regard to the building and sharing of risk assessment capacity and a knowledge community					
17	Third Scientific Conference (2018)	Publication and dissemination of the EFSA Journal Special Issue (reporting on event outcome) by June 2019			Enhance EFSA's reputation and build trust.
18	Building a wider food safety research community	Collation and prioritisation of research needs	Foster European Partnerships interagency cooperation/cooperation with JRC; Support international research activities and consortium formation EFSA involvement in selection of proposals Increased synergies with research projects; Input to Commission requests; RARA event every 3 years External Research coordination Working Group Virtual platform for food safety research community		Foster the EU and international risk assessment community to increase efficiency and effectiveness and reduce divergences in EU and global risk assessment, thereby increasing trust in the EU food safety system.
SO3-IMPACT - Increased efficiency at European and international level					
19	Expertise management programme (EMP)	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, travel management model.	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, travel management model.	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, 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 2019	Key milestones 2020	Key milestones 2021	Benefits
20	FEED production model - Pilot a new working procedure for the preparation of opinions in the FEED Unit	Delivery of the trainings to the FEED Unit, Working Group and Panel Members and implementation of the new way of working			Improving efficiency and increasing the Risk assessment capacity in the FEED Unit and decreased time to adopt an opinion, keeping or increasing the level of quality
SO3-OUTCOME - Building and sharing within the risk assessment community at individual level					
21	Scientific risk assessment capacity building – training & teaching activities	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 Scheme Guest Scientists scheme Technical trainings workshop s and expert missions funded by Commission Explore relevant research projects via external funding and implement identified opportunities.		Building and sharing within the risk assessment community at individual level
22	Training in systematic reviews or in specific steps of systematic reviews for EFSA risk assessment				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.
23	Training on expert knowledge elicitation				Ensure understanding of the methodology
24	Knowledge & innovation communities (KICs)	Workshops	Workshops	Workshops	Capitalise on the expertise of EFSA staff members (and experts) and facilitate knowledge transfer, thereby bringing additional harmonisation to the way EFSA works and delivers risk assessments at EFSA. To boost innovation, creativity and free thinking among the participants.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
SO3-OUTCOME - Building and sharing within the risk assessment community at organisational level					
25	Strategic Approach to International Cooperation - RAMPRO		2nd physical meeting of ILMERAC partners to evaluate ILMERAC pilot phase; to discuss recommendations for WHO, FAO and OECD and to decide on future of ILMERAC (GO/NO-GO to continue & selection of technical secretariat) Publication of technical report on recommendations for WHO, FAO, OECD		Building and sharing within the risk assessment community at organisational level
26	2017 interagency – including EUANSA and EU bodies/institutions – scientific cooperation – IASC	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
27	2017-2019 pre-accession project – preparatory measures for the participation of IPA beneficiaries in EFSA 2017-2019	Scientific EFSA reports on zoonoses and FBO and AMR, pesticides residues and VMDR that include data from IPA countries. Events arranged by EFSA and TAIEX to address national, regional and global food safety risk assessment issues (AMR or transboundary animal diseases). <ul style="list-style-type: none"> 6 AC agreements signed. AC quarterly reports and 6 AC final reports at the end of the project. IPA project proposals included on the EU RAA catalogue Prepared and agreed project proposal with DG NEAR and DG SANTE (Description of Action and the budget) in respect to the outcome of IPA survey on important areas for the scientific and technical technical cooperation 			Increased scientific cooperation and networking activities among IPA countries, Member States and EFSA, especially on topics of mutual concern and during food safety crises.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
28	EU-FORA: fellowship programme	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.
29	Innovative approach for Article 36 networking and management of the list	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	N/A at this stage.		Strengthen European networking and collaboration among competent organisations and with EFSA.
SO3-OUTCOME - Strengthened capacity using innovative ways					
30	Joining forces at EU level on the implementation of artificial intelligence	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.
31	Hackathon	Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission	Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission		Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
32	The use of machine learning techniques (MLT) for literature reviews and systematic reviews				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.
33	Crowdsourcing: engaging communities effectively in scientific assessment	Final report on opportunities and threats in using collaborative crowdsourcing in EFSA activities based on pilot testing results	Presentations at Advisory Forum, Focal Points, Emerging Risks Exchange Network.		Wider data coverage. Increased engagement of stakeholders in scientific activities. Fostered use of new approaches. Enhanced ability to anticipate and respond to risks
SO4-IMPACT - Increased effectiveness of preparedness and response					
34	PLH preparedness to the risks of new plant pests	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 (Outbreaks of plant pests which involve more than one country).
35	Implementation of the guidance on the establishment of residue definition for dietary risk assessment - RAMPRO	Final external scientific report			Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data
36	Guidance on non-target terrestrial organisms - RAMPRO			Pending on the prioritisation and agreement with the EC, several Efsa Guidance documents could be delivered as part of the revision of the current terrestrial SANCO GD 2002	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
37	PLH procurement on Xylella vectors	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on Xylella in accordance with the G&P plan	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on		Increasing collaboration with EU researchers working on Xylella, EU risk managers

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
			Xylella in accordance with the G&P plan		
38	Evidence appraisal (CATs) - RAMPRO	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.
39	Benchmark dose model (BMD) - RAMPRO	Maintenance of the model to fix potential bugs			Facilitate the use of the BMD approach in risk assessment by EFSA experts and partners.
40	Revision of the Guidance on risk assessment for aquatic organisms			A Guidance including a revised methodology for the risk assessment of aquatic organisms including risk assessment methodologies for sediment dwelling organisms and criteria for developments and evaluation of TKTD models.	Increased satisfaction of stakeholders with regard to EFSA methodologies, following the request of some MSs <ul style="list-style-type: none"> • Increased satisfaction of EFSA outputs • Availability of guidance with risk assessment methodologies that are missing at this stage
41	Scientific opinion on the updated proposal for an aged soil adsorption guidance		A technical report with the outcome of the public consultation on the revised guidance.		Fostered use of new approaches and enhanced ability to anticipate and respond to risks
42	Pesticides in food for infants and young children - RAMPRO	Scientific Opinion on pesticides in food for infants and young children			The objective is the preparation of an Opinion of the PPR Panel on pesticides in foods for infants and children
43	Revision of the EFSA guidance on risk assessment for birds and mammals - RAMPRO	Technical report (public consultation on the Revision of the EFSA Guidance on Risk assessment for Birds and Mammals	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

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					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.
SO4-OUTCOME - Fostered use of new approaches and enhanced ability to anticipate and respond to risks					
44	RAMPRO: risk assessment methodologies programme	Coordinate the projects 25,35,36,38,39,40,42,43,44,45,49,50,51,54,56,57,58,61,67,68,70,71,79,87,89,90,91,93,94,95,96,97,98,99,101,102,103,104,106,107	Coordinate the projects: 25,35,36,38,39,40,42,43,44,45,49,50,51,54,56,57,58,61,67,68,70,71,79,87,89,90,91,93,94,95,96,97,98,99,101,102,103,104,106,107	Coordinate the projects: 25,35,36,38,39,40,42,43,44,45,49,50,51,54,56,57,58,61,67,68,70,71,79,87,89,90,91,93,94,95,96,97,98,99,101,102,103,104,106,107	Harmonisation of risk assessment methodologies. Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response.
45	EFSA's activities on emerging risks - RAMPRO	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)	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.
46	Risk assessment tools for the safety of global food and feed supply chains (FPA BfR)	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.

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47	Food-borne parasites				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.
48	Generation of occurrence data on zearalenone and its modified forms in food and feed				Collect data regarding the occurrence of zearalenone and its modified forms in Europe to enable refinement of the risk assessment.
49	Implementation of cumulative risk assessment of pesticides (part 1) - RAMPRO	4 EFSA Scientific reports on the establishment of CAGs, for the nervous system, thyroid, liver and adrenals. 4 EFSA Scientific reports on exposure and risk assessment for nervous system and thyroid.,	1 EFSA Scientific Report on establishment of CAGs for the effects on eyes	2 EFSA Scientific reports on the establishment of CAGs for the reproduction and the development	Implementation of cumulative risk assessment of pesticides.
50	Implementation of cumulative risk assessment of pesticides (part 2) - RAMPRO	no milestones	4-8 External Scientific reports, Consolidated version of the MCRA software, External 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
51	Data collection in support of the Endocrine Disruption (ED) assessment for non-target organisms - RAMPRO		External Scientific Report including recommendations on how to perform and report hormonal measurements and on how to improve the reporting and interpretation of gross pathology in birds		Exploring the feasibility of measuring additional parameters and facilitating the interpretation of the results in the context of ED assessment of pesticides on non-target organisms

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
52	Development of conversion model for recoding food commodities used in pesticide residues	Technical specification in order to make EU Food Classification Systems and Codex Classification better comparable			Increase efficiency in a number of standard activities through the development of a tool
53	In vitro comparative metabolism		EFSA technical report, EFSA guidance		It will increase EFSA's international collaboration with FAO/WHO on projects sharing EU pesticide monitoring data.
54	Use and reporting of historical control data (HCD) for the carcinogenesis studies - RAMPRO	EFSA guidance Technical report on public consultation			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
55	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 (in vitro digestibility)	Quarter 4: reception of final report	Quarter 1: payment and closure of contract FTE needed: 0.03	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 laboratories 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.
56	Integrating new approaches in	1. Finalised report on Data collection of human variability in major metabolic	1. Finalised report on Open source web-based tool for the		Increase the use of cross-cutting guidance. Increase of

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
	chemical risk assessment - RAMPRO	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 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.	integration of human variability in toxicokinetics and toxicodynamics in chemical risk assessment. 2. Presentation of the final outputs to SC		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.
57	Exploring in silico protein toxicity - RAMPRO	Quarter 1: kick-off meeting Quarter 3: interim report (1) linked to interim payment of 30% Quarter 4: interim report (2)	Quarter 1: draft final report (3) + final report (4) linked to final payment of 70%		To identify, list and cluster all proteins known to be associated with adverse effects 2) To identify molecular domains linked to proteins with adverse effects in humans and animals 3) To create a database that can be used for predicting protein toxicity
58	Development of an in silico tool for HLA-DQ-peptide modelling - RAMPRO	Quarter 1: Launch Quarter 4: Interim report (1)	Quarter 2: Interim report (2) + interim payment of 30%	Quarter 2: Interim report (3) + first version of software for testing + interim payment of 50% Quarter 4: Interim report (4) + delivery of final version of software	software tool for HLA-DQ-peptide modelling specifically designed for celiac disease risk assessment purposes The project is expected to finalise in the last quarter of 2023 with a final report and the final payment (20%) since it includes month of maintenance period.
59	Adjuvanticity/imm unogenicity assessment of proteins	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

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					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.
60	EFSA guidance documents and preparatory activities for RA methodological updates				Fostered use of new approaches and enhanced ability to anticipate and respond to risks
61	EFSA guidance document for predicting environmental concentrations of active substances of plant protection products in soil - RAMPRO	Provide Software tool for PECs in soil of PPPs in permanent crops and crops grown on ridges Provide an external report by the contractor Provide a .ppt to be presented during the technical stakeholder meeting Publish the ppt to be presented during the technical stakeholder meeting			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 Regulation (EC) No 1107/2009.

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62	EFSA guidance on completing risk assessment for active substances that have isomers	EFSA technical report, EFSA guidance			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
63	Guidance Document for the Implementation of the Hazard-based Criteria to identify Endocrine Disruptors				Guidance for applicants, MS and EFSA will facilitate the implementation of the criteria
64	Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides	External report	Draft scientific opinion	Scientific Opinion	Prepare for future risk assessment challenges
65	QSAR dermal absorption: applicability of in silico tools for the prediction of dermal absorption for pesticides				Increased number of conclusions having used the tools resulting from this project.
66	Repair action of the FOCUS surface water scenarios	Technical report, Scientific Opinion			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 2019	Key milestones 2020	Key milestones 2021	Benefits
67	Developing protection goals terrestrial non-target organisms - RAMPRO	Specific protection goals agreed by the risk managers from Member States and the Commission			Agreed Specific Protection goals will allow an efficient development of Guidance Documents for pesticide risk assessment The future risk assessment will be targeted to the protection goals agreed with Member States and other stakeholders and this will increase the acceptability of the Guidance Document developed by EFSA. The outcome of the risk assessment can be more easily communicated as it is linked to clearly defined and agreed protection goals. It will enhance the transparency with regard to the level of environmental protection
68	Environmental risk assessment for of metals copper used in as a pesticides - RAMPRO	Scoping paper on the environmental risk assessment of copper used as pesticide			Copper use as pesticide is essential for organic farming. APPL for copper will have specific guidance facilitating the resubmission of the dossier and the MS/EFSA assessment
69	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	Public consultation	Finalisation EFSA Guidance		Harmonisation of the data collection

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
70	Non Target Lepidoptera model - RAMPRO	<p>Quarter 1: develop a model</p> <p>Quarter 1: interim payment 25%</p> <p>Quarter 2: organise a scientific workshop</p> <p>Quarter 3: interim payment 25%</p> <p>Quarter 4: organise a 2nd scientific workshop</p>	<p>Quarter 3: deliver a user-friendly interface software, user manual and the final report</p> <p>Quarter 3: final payment 50%</p> <ul style="list-style-type: none"> • Model on R4EU in a user-friendly interface • Report on model structure, data needed to feed the model, parametrisation (including outcomes of the expert knowledge elicitation workshop), outcomes of scenario-analysis (model predictions), suitability assessment of data available to feed the model • User guide of the model • Training of experts/staff 		<p>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.</p>
71	MUST-B: EU efforts towards the development of a holistic approach for the risk assessment on multiple stressors in bees - RAMPRO	<p>1a. Report progress on the development of the formal Apis-RAM132 model;</p> <p>1b. Report on the development of the Endnote Library documenting the formal model for Apis-RAM132;</p> <p>1c. Delivery of prototype R package for Apis-RAM132 model;</p> <p>1d. Report progress on the development of the computer programme for Apis-RAM132.</p> <p>1e. Production of GIS maps for Apis-RAM132.</p> <p>2a. Final report on field/lab forms</p> <p>2b. Final Database for agricultural practices and land use, cover and structure</p> <p>2c. Report progress on results for 1st year data collection for FDC133.</p> <p>3. EU Bee Partnership 1st year (meetings TBC)</p>	<p>1a. Report progress on the development of the formal Apis-RAM132 model;</p> <p>1b. Final report on the Computer programme for Apis-RAM132.</p> <p>1c. Report progress on the development of the regulatory model.</p> <p>2a. Finalisation of the Final EFSA DCF for Data collation and reporting.</p> <p>2b. Report progress on results for 2nd year data collection for FDC133</p>		<p>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).</p>

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
72	Role of environment in the emergence and spread of Antimicrobial Resistance through the food chain		1. Adoption of the scientific opinion on the role of the environment and risks posed by environmental sources of AMR to human health — July. 2020 (indicative) 2. Publication of the scientific opinion on the role of the environment and risks posed by environmental sources of AMR to human health — Aug.- Sep. 2020 (indicative)		Review of available information on the role of environment in the emergence and spread of AMR through the food chain, and related control options. Creating a solid basis for future EU research priorities.
73	QPS self-task 2017-2019 and 2020-2022	1. Adoption of the Panel statement on QPS part 10 — June 2019 2. Publication of the Panel statement on QPS part 10 — July 2019 3. Adoption of the Panel statement on QPS part. 11 - Dec. 2019 4. Adoption of the Scientific opinion on QPS for 2017-2019 period - Dec. 2019	1. Publication of the Panel statement on QPS part 13 — Jan. 2021 2. Adoption of the Panel statement on QPS part 14 — June 2021 4. Publication of the Panel statement on QPS part 14 — July 2021 5. Adoption of the Panel statement on QPS — part 15 — Dec. 2021	1. Publication of the Panel statement on QPS part 15 — Jan. 2022 2. Adoption of the Panel statement on QPS part 16 — June 2022 4. Publication of the Panel statement on QPS part 16 — July 2022 5. Adoption of the Panel statement on QPS — part 16 — Dec. 2022 6. Adoption of the Scientific opinion on QPS for 2010-2022 period - Dec. 2022	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.
74	Arthropod vectors	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.
75	Wildlife surveillance	Data collection on relative abundance and density of wildlife species and presence of disease pathogens	Data collection on relative abundance and density of wildlife species and presence of disease pathogens	Data collection on relative abundance and density of wildlife species and presence of disease pathogens	Improving networking of wildlife health professionals in the EU to increase the capacity and expertise for wildlife health surveillance in the EU. Strengthen the collaboration between EFSA and wildlife specialists in Member States increasing the EU preparedness for disease emergencies involving wildlife hosts - the procurement "Protocols to standardize methods of

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					calculations/estimations of wild boar density in a given territory" will focus on data of wild boar populations in particular
76	Data collection and analyses processes on animal disease outbreaks and surveillance	Data collection for Art31 mandates on disease outbreaks and surveillance	Data collection for Art31 mandates on disease outbreaks and surveillance	pending continuation of the project	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.
77	Outsourcing on the application of NGS (next generation sequencing) on Norovirus	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).
78	WGS umbrella	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			Scenarios for the creation of a centralised microbial WGS database based on the use of common experimental protocols to better predict the outcome of pathogen–host interactions.
79	Synthetic Biology - RAMPRO	Collect published and unpublished information on the Synthetic Biology developments in micro-organisms, for agri/food/feed products falling within the remit of EFSA, and that are likely to be on the market in the next 10 years External report	An adopted draft opinion on the adequacy of the guidance for Category 4 GMMs for molecular characterisation and environmental aspects, and (2) An adopted draft opinion on the adequacy of the guidance for environmental risk assessment of GM plants, including molecular characterisation.		The mandate reflects the conclusions of previous Scientific Opinions at EU level and the need for an in-depth and updated assessment of the implications of new developments in synthetic biology for risk assessment methodology. This assessment is also needed to develop the EU position on this issue in international negotiations under the Convention on Biological Diversity and the Cartagena Protocol on Biosafety.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
80	Next generation sequencing	1. Delivery of the external scientific report — Dec.2019. 1. Contract signature - January 2019 (indicative)	1. <i>Publication of the external scientific report — Jan.-Feb. 2020.</i>	2. Delivery of the external scientific report - August 2021 (indicative) 3. Approval of the external scientific report: November 2021 (indicative) 4. Publication of the external scientific report: December 2021 (indicative)	Provide ready-to-use examples — included in the external report — for different public health applications (e.g. surveillance, outbreak investigation). The main objective is to make use of NGS to identify and characterise Noroviruses from the relevant food sources (e.g. crustaceans, shellfish, molluscs, vegetables, fruits, and their products thereof), the environment, and human cases or asymptomatic carriers.
81	Risks linked Water in food processing		The deliverable will be a scientific opinion which will assess the microbiological risks related to the use of water in processing and handling of fruits and vegetables and related control options. 1. Adoption of the scientific opinion on the use of water in processing and handling of fruits and vegetables and related control options – Dec. 2020 (indicative)	2. Publication of the scientific opinion on the use of water in processing and handling of fruits and vegetables and related control options - Jan.- Feb. 2021	The scientific opinion delivered will provide an assessment of the microbiological risks related to the use of water in processing and handling of fruits and vegetables and related control options.
82	Specialised training courses on certain aspects of food safety RA	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.
83	Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods				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

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					substances to foods
84	Guidance documents for the substantiation of health claims		stepwise updating the remaining guidance documents, e.g. - Guidance on claims related to appetite ratings, weight management, and blood glucose concentrations, and/or Guidance on claims related to functions of the nervous system including psychological function	stepwise updating the remaining guidance documents, e.g. Guidance on claims related to bone, joints, skin, and oral health	Guidelines to submit better quality applications in a harmonised way
85	Feed additives: update of guidance documents produced by the Feedap Panel	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.
86	Workshop for the evaluation of phototoxicity and photomutagenicity	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.
87	Scientific opinion on the state of the science of pesticide risk assessment for bats - RAMPRO	Publication of the PPR Panel Statement on the EFSA website			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 2019	Key milestones 2020	Key milestones 2021	Benefits
88	Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment	EFSA technical report (on interim results)	Draft revised guidance (for public consultation) Interim delivery of a prototype of the WEB app based on the existing tool as well as the potential introduction of new developments	1 Technical report on the public consultation 2 Updated EFSA Guidance on the assessment of operators, workers, residents and bystanders in risk assessment for plant protection products 3 Revised calculator (final WEB app accounting for feedback from EFSA staff and WG experts) and Instruction Manual for users	Increased completeness, consistency and harmonisation with updated knowledge in the human non-dietary exposure assessment to pesticides
SO4-OUTCOME - Accessibility of EFSA methods and tools					
89	PRIMO revision 4 (Pesticide Residue Intake Model - RAMPRO)		1) Development of the technical specification of a new version of PRIMo, describing the features of the model 2) Validation of the proposed model by means of case studies 3) Identification of the best technical platform for the model (Excel, SAS, web-based calculation tool?) 4) Implementation of the solution, developing the tool		Possible revision of the approach to be used for the dietary exposure assessment of pesticide residues in food; a full involvement of Member State experts and risk managers should be envisaged to guarantee that the new approach for exposure assessment is fit for purpose providing answers to relevant risk management questions
90	Animal dietary exposure assessment in EFSA: integration of existing feed consumption data - RAMPRO	Quarter 3: closure of the project Technical report analysing the state of play in GMO and BIOCONTAM and comparing the methods and default values used in PESTICIDES and FEED. In addition, the intention is to identify possible gaps in the existing default values and, if feasible, to fill them or to identify medium-term solution. From these results a more uniform approach will be defined, which could result in a follow-up project to create an EFSA wide approach applicable to all areas.			More harmonised approach in animal dietary exposure assessment in EFSA, thereby reducing possible divergencies in the related EFSA assessments.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
91	Development of a platform of data and tools in landscape-based ERA - RAMPRO		create a common platform on landscape-based ERA integrating relevant models/tools and data on climate, soils characteristics, landscapes, land uses, agricultural practices (including manure/slurry management), species distribution, ecosystem services, pesticide properties and biological organisms.		Increased synergies between interested EFSA Panels and Units using the same JRC and MS databases to carry out landscape-based ERA. Stakeholders' satisfaction (mainly MS) following the new EFSA capability to reply to future ERA challenges with harmonised models/tools and accessible data.
92	R Services for EU projects (R4EU): Assistance to the Assessment and Methodological support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad-hoc R consultation (bug fixing, convergence issues faced, code optimization				
SO4-OUTCOME - Harmonisation of risk assessment methodologies					
93	Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA) - RAMPRO		Presentations in the SC plenaries and networks upon request, info-sessions to EFSA staff upon request.		Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response
94	OECD Meta path: Incorporation of pesticide residue data - RAMPRO	envisioning			OECD MetaPath database is a unique database related to pesticides metabolism which allows to see the metabolic pathways, experimental conditions in the studies,

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					comparing chemical structures, the search for common metabolites, metabolic profile comparison, and the structural potential to generate a metabolite of concern. OECD plans to integrate MetaPath with the OECD QSAR toolbox.
95	Prometheus Project: promoting methods for evidence use in science	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.
96	Guidance on how to characterise, document and explain uncertainties in risk assessment - RAMPRO	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
97	Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed - RAMPRO	Setting up a cross-cutting Nano Working Group to support the testing phase of the guidance: • Case studies developed by Panels/Units, and selection of the WG that will deal with the case study. • Dedicating the yearly Nano Network of Member States' representatives on practical cases. • Hearing/workshop with the stakeholders on experiences with the guidance.			Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal risk assessment of nanomaterials is aligned with innovations and legal requirements

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
98	Guidance on the use of the weight-of-evidence approach in scientific assessments - RAMPRO	no milestones	no milestones		Increased satisfaction of stakeholders with regard to the guidance via increased use of it and harmonisation of RA methodologies
99	Mixtox: developing harmonised methods for the risk assessment of combined exposure to multiple chemicals - RAMPRO	1. Publication of guidance document. 2. Info session on Training EFSA staff. 3. International workshop. 4. Technical report on case studies. 5. Dialogue with risk managers at the Commission, discussion with stakeholders in the form of a workshop.	Public consultation, special efforts to disseminate outputs on EFSA website and through publications		Provide case studies to illustrate applications of these methods in the regulatory area (pesticides, contaminants etc.).
100	Scientific Committee guidance document review framework	no milestones	no milestones		Increased effectiveness of preparedness and response
101	Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) - RAMPRO	Guidance on the use of the TTC approach in food safety 1 technical report from the PC		Open access permanent repository for data supporting TTC and the Cramer scheme. — Re-analysed TTC threshold values using a much larger database and chemical universe. — If new TTC threshold values need implementing: revise SC guidance on TTC and international workshop. 1-2 technical reports (from PC and an impact report).	Harmonisation of RA methodologies: Increased use of this cross-cutting guidance by EFSA Panels
102	Mapping, development, implementation and dissemination of cross-cutting RA guidance documents - RAMPRO	Technical report Training plan and material			Increased use of cross-cutting guidance documents Beneficiaries: EFSA's Panels and Units Benefit Measurement (KPI). Citation of guidance in EFSA scientific assessments Increased harmonisation, scientific consistency and transparency across scientific assessments

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					Satisfaction of stakeholders with the transparency of EFSA's scientific assessments
103	Review of the evidence for non-monotonic dose-responses - RAMPRO	A working group of the Scientific Committee will be established to review the biological plausibility of non-monotonic responses			Review the biological plausibility of the non-monotonic responses for the endpoints considered.
104	ENV17-P-SCER-03B Scientific Committee guidance on appraising evidence from scientific studies (including epidemiological studies) used in EFSA's scientific assessments and on accounting for validity limitations in evidence synthesis and integration - RAMPRO		Setting up a cross-cutting Nano Working Group to support the testing phase of the guidance: <ul style="list-style-type: none"> • Case studies developed by Panels/Units, and selection of the WG that will deal with the case study. • Dedicating the yearly Nano Network of Member States' representatives on practical cases. • Hearing/workshop with the stakeholders on experiences with the guidance. 		Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal risk assessment of nanomaterials is aligned with innovations and legal requirements
105	Standing WG on ecotoxicology effect modelling - RAMPRO		This Dev activity was deprioritise in 2019, so it pending on next prioritisation exercise		Increased quality of the assessments Increased efficiency in the peer-review More harmonisation across assessments Increased know-how within MSs and EFSA
106	Development of Adverse Outcome Pathways relevant for the identification of substances having endocrine disruptors properties - RAMPRO		Intermediate delivery of AOP for public consultation	intermediate delivery of AOP for public consultation	The project will develop Adverse Outcome Pathways (AOPs) in the context of the OECD AOP conceptual framework.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
107	Methods for Problem and hypothesis formulation and testing and protocol development and for Addressing aggregation bias - RAMPRO				Software tool for HLA-DQ-peptide modelling specifically designed for celiac disease risk assessment purposes
SO5-Impact - Efficiency					
108	BIKE project - IMP	IT tool in place to support corporate reporting processes	IT tool in place to support selected managerial activities ('manage by numbers')	Processes and reports to perform business intelligence (data mining, simulations, impact analysis); training delivery	<ol style="list-style-type: none"> 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.
109	Core operational Model Planning (COMPASS)	<p>Project manager & staff to design and implement the Target Operating Model for the science business process</p> <p>Staff to design and implement the Target Operating Model for the science business process</p> <p>staff to design and implement the Target Operating Model of the network management</p> <p>Staff to design and implement the end to end supporting process</p>			Strengthening of performance and quality orientation via the optimisation of selected transactional processes such as the meeting organisation and staff mission

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
110	DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) - IMP	DWH, DCF move to the EU Agencies Community Cloud Increased Computational Power and Storage capabilities Implement proper Configuration Management for EFSA scientific computational environments	R4EU move to the EU Agencies Community Cloud Implement new Data Management & Data Analysis as a Service		Increased flexibility and scalability in the EFSA scientific computational environments by moving the Scientific Data Warehouse, DCF and R4EU to the EU Agencies Cloud. Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.
SO5-OUTCOME - Capabilities					
111	Customer relationship management (CRM)	Common corporate database to manage organisations and contacts in place	Further developed CRM solution in EFSA		Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.
112	Strategic environment analysis	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

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					input for the definition of the EFSA post-2020 vision and strategy provided.
113	Transactional services	Map of end-to-end BuS transactional processes (existing and candidates) Design of new end-to-end transactional processes Develop the management model of a shared services centre Develop a change management plan and a phased approach in implementing the project combined with a clear communication plan and training activities			The general aim is to improve transactional services management and to standardize end-to-end processes. The final step of the project will be the setting up of a shared service center which carries out transactional services enabling EFSA to capitalize on increased customers/users satisfaction and economies of scale. The benefits include having a leaner and flatter organization with standardized end-to-end processes. Specialization can be developed and the dissemination of best practices is made easier. The transactions operational processing costs can be further optimised.
114	Transparency and sustainability in the food chain /Amendment REG 178/2002	Advocacy Plan and its implementation			The proposed amending Regulation addresses how to further improve sustainability and transparency with regard to EFSA and its functioning.
115	Impactful communication and cooperation	Mapping all Department activities and identification of mechanisms and measurement points (Benchmarking other EU agencies – utilising best practices) Developing a Department wide MF – containing all possible KPIs (Preparing SWAT/GAP analysis – identifying possible gaps to setting up measurement points, data collection and analysis. Creating a repository of all available analytics data, accessible for all in the	Implementation of a solution	Automation of the solution	Development of a measurement framework for communication, engagement and cooperation

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
		department – all data collected and stored systematically and following a well-defined structure and processes , saving time and energy, allowing automation to be created where relevant Providing training and enabling staff to carry out data gathering and analysis (LT), to enable all COMCO staff to take informed decisions about their areas of work.			
116	Follow-up of STEP ex-post evaluation	Map of end-to-end science admin transactional processes (existing and candidates) Design of new end-to-end science admin transactional processes Develop the management model for pooled management of assistants Develop a change management plan and a phased approach in implementing the project combined with a clear communication plan and training activities Review the role of DBCs and Design further centralisation of functions as indicated in the report Consolidate VOLVO model with the full centralisation of low value purchases and financial activities			Implementation of the STEP 2018 ex-post evaluation and efficiency gains
SO5-OUTCOME - People and Culture					
117	BuS Organisation Design				
118	Talent management project - EMP	Core HR (SYSPER) basic modules Go Live Learning & Development Go Live	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.
119	EFSA Academy - EMP		on hold pending prioritisation of the project in 2019		Anticipate the development of the competencies needed by Staff and Experts for a successful achievement of the EFSA strategy. Increase the

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					retention of highly qualified staff.
120	Strategic competencies analysis – SCA project - EMP	Competencies library available in the talent management tool	Competencies managed in the talent management tool		Answer the need of defining a new framework for competency-based workforce planning and management.
SO5-OUTCOME - Enabling working environment					
121	New world of work (NWOW) - IMP	Ground floor meeting rooms pilots delivered Ground floor landing spaces pilot delivered Collaborative rooms pilots implements	Full implementation of collaborative rooms Full implementation of the landing spaces at ground floor Full implementation of ground floor meeting rooms		Increase personal & group productivity Enhance Staff well-being and work/life balance Nurture collaboration and openness Foster innovation and creativeness Facilitate engagement & agility Speed-up decision making Reduce email exchange Reduce costs and environmental impact
122	Travel management model (TMM) - IMP	Contract signature with selected contractor			Centralisation of the EFSA missions and outsourcing of the travel arrangements will allow to save 9 FTEs
123	Digital collaboration - IMP	Networks, WGs & KiCs collaboration model and tools delivered Digital Collaboration Governance in place New interactive EFSA intranet delivered			Digital technologies could help EFSA to strengthen internal team work, bond communities of experts and partners, enhance the Authority's ability to communicate with the larger scientific community and establish feedback mechanisms and improve transparency with the public at large. Well beyond technological support, Digital Collaboration is a set of practices to embrace networks of people to create business value, promoting measurable benefits in several strategically

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
					relevant areas. Improve productivity and efficiency of existing groups Enhance cross-silos collaboration Reduce duplication of work Enhance engagement and sense of belonging of all participants
SO5-OUTCOME - Compliance					
124	Records and correspondence management project - IMP	Record management policy implemented Paper record archiving rules Implemented Historical record archive implemented			Transferring information from 3 EFSA legacy systems into the DMS, allowing simplification of information management
125	Architecture Programme (ART)	Ensures project management, the production of all project artefacts (documentation, presentations, etc) (WP 1) Communication and Change management (WP 2) 2019 full strategic and portfolio review and planning integrating REFIT implications (WP 4) End to end core business processes (value chain) & Revision of Quality policy – envisioned value chains: i) provision of scientific advice; ii) provision of data services; iii) provision of capacity building services (operational and strategy); iv) provision of methodology services (WP 5) Leaning and implementation of revised people recruitment and onboarding procedures, and analysis of impact to IMP and TM project scope (WP 6) Implementation details related to supporting working environment needs for additional staff, board members, and scientific experts, as well as plan for necessary changes to logistics (shuttle, travel), meeting organisation,			EFSA needs to prepare for the forthcoming legislative amendment in time before its expected entry into force as of 2019. In view of the size, number and impact of the changes to EFSA (mission, strategy, processes, organisation) and its stakeholders (applicants, Member States, Management Board), a coordinated approach is crucial. This activity will be integrated with EFSA's strategic, portfolio, budget and environment scan processes.

#	Project name	Key milestones 2019	Key milestones 2020	Key milestones 2021	Benefits
		<p>and other corporate services supporting experts and the risk assessment processes (WP 7)</p> <p>Development and implementation of revised Panel Member recruitment, & onboarding & continuous L&D process, procedures, WINs, and analysis of impact to IMP and TM project scope. (WP 8)</p> <p>Development and implementation of revised MB set-up, on boarding and management processing (WP9)</p> <p>Development and implementation of revised Communications processes according to the new measures (WP 10)</p> <p>Updated confidentiality process: checks and appeals, and revisions to existing databases to ensure transparency and publication of data (WP 11)</p> <p>New process to register, advise on (pre-submission meetings) and make available planned studies. New studies database and revisions to existing databases to ensure transparency and publication of data. (WP 12)</p>			
126	Business continuity implementation	DR test/August 2018	DR test/August 2019		Avoid disruptions of the EFSA business
127	Secure email	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.
128	Independence policy review	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

ANNEXES

DRAFT

Annex I. Resource allocation per strategic objective 2019-2022

1. Financial resources per strategic objective

Table 33: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA's strategic objective	Executed	Draft budget 2019		Draft budget 2020		Draft budget 2021		Draft budget 2022	
	2018	%	m EUR	%	m EUR	%	m EUR	%	m EUR
	m EUR								
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	29.55	43%	34.32	48%	40.79	50%	42.99	48%	41.17
SO2 Widen EFSA's evidence base and optimise access to its data	3.99	4%	2.99	4%	3.25	4%	3.80	5%	4.28
SO3 Build the EU's risk assessment capacity and knowledge community	9.67	9%	7.31	8%	6.79	7%	6.21	8%	6.54
SO4 Prepare for future risk assessment challenges	7.94	8%	6.72	7%	6.00	5%	4.55	4%	3.68
SO5 Create an environment and culture that reflects EFSA's values	28.03	36%	28.62	33%	28.03	33%	27.95	35%	30.60
— of which operations	8.87	13%	10.23	13%	11.40	13%	11.23	15%	13.25
— of which support	19.16	23%	18.39	20%	16.63	20%	16.72	20%	17.35
Total EFSA	79.18	100%	79.95	100%	84.86	100%	85.50	100%	86.28
178 REVIEW					25.60		44.79		63.99
Total including 178 review					110.46		130.29		150.27

2. Human resources per strategic objective

Table 34: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA's activities	Executed	Forecast 2019		Forecast 2020		Forecast 2021		Forecast 2022	
	2018								
	FTE/ posts	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	184	208	45%	230	47%	240	50%	239	49%
SO2 Widen EFSA's evidence base and optimise access to its data	19	16	4%	17	3%	16	3%	16	3%
SO3 Build the EU's risk assessment capacity and knowledge community	36	28	6%	26	5%	23	5%	20	4%
SO4 Prepare for future risk assessment challenges	30	29	6%	27	6%	20	4%	20	4%
SO5 Create an environment and culture that reflects EFSA's values	186	185	40%	185	38%	186	38%	191	39%
— of which operations	59	71	15%	67	14%	65	13%	65	13%
— of which support	127	114	24%	118	24%	121	25%	126	26%
Total EFSA	456	466	100%	485	100%	485	100%	485	100%
178 review				42		74		106	
Total including 178 review				527		559		591	

Annex II. Financial resources 2020-2022

1. Expenditure

Table 35: Expenditure

Expenditure/title	2019		2020					
	Budget commitment appropriations	Budget payment appropriations	Preliminary budget commitment appropriations	Preliminary budget payment appropriations	Founding Regulation Review Commitments	Founding Regulation Review Payments	Preliminary budget commitment appropriations TOTAL	Preliminary budget payment appropriations TOTAL
Title I - Staff expenditure	44.68	44.68	46.99	46.99	2.33	2.33	49.32	49.32
Title II - Infrastructure and operating expenditure	9.89	9.89	9.65	9.65	1.20	1.20	10.85	10.85
Title III - Operational expenditure	25.38	25.38	28.22	26.64	22.06	18.56	50.28	45.20
TOTAL EXPENDITURE	79.95	79.95	84.86	83.28	25.60	22.10	110.46	105.38

Expenditure	Commitment appropriations												
	2018 Budget execution Forecast	Budget 2019	Draft budget 2020					Envisaged 2021	Founding regulation review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation Review 2022	Envisaged 2022 TOTAL
			Agency request	Founding regulation review 2020	Agency request TOTAL	VAR 2020/2019	Budget forecast 2020						
Title 1 - Staff expenditure	43,532,734	44,679,093	46,989,768	2,333,332	49,323,100	10.4%		47,536,915	6,600,000	54,136,915	48,059,062	11,100,000	59,159,062
Salaries & allowances	39,052,115	39,942,658	42,647,941	1,851,350	44,499,291	11.4%		43,081,163	5,554,051	48,635,214	43,489,385	9,459,243	52,948,628
- Of which establishment plan posts	30,706,096	31,083,327	32,004,000	1,555,865	33,559,865	8.0%		32,753,000	4,667,595	37,420,595	33,404,000	7,949,497	41,353,497
- Of which external personnel	8,346,019	8,859,331	10,643,941	295,485	10,939,426	23.5%		10,328,163	886,456	11,214,619	10,085,385	1,509,746	11,595,131
Expenditure relating to staff recruitment	352,000	407,750	495,000	73,168	568,168	39.3%		495,000	219,506	714,506	495,000	373,846	868,846

Expenditure	Commitment appropriations												
	2018 Budget execution Forecast	Budget 2019	Draft budget 2020					Envisaged 2021	Founding regulation review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation Review 2022	Envisaged 2022 TOTAL
			Agency request	Founding regulation review 2020	Agency request TOTAL	VAR 2020/2019	Budget forecast 2020						
Mission expenses	295,000	295,000	260,000	0	260,000	-11.9%		260,000	0	260,000	260,000	0	260,000
Socio-medical infrastructure	310,019	325,000	325,000	15,284	340,284	4.7%		325,000	45,853	370,853	325,000	78,093	403,093
Training	544,189	575,000	349,875	59,510	409,385	-28.8%		448,000	178,530	626,530	546,125	304,060	850,185
External Services	1,653,412	1,800,685	1,578,952	257,288	1,836,240	2.0%		1,594,752	371,863	1,966,615	1,610,552	492,704	2,103,256
Receptions, events and representation	11,000	8,000	8,000	542	8,542	6.8%		8,000	1,627	9,627	8,000	2,771	10,771
Social welfare and School contributions	1,315,000	1,325,000	1,325,000	76,190	1,401,190	5.8%		1,325,000	228,570	1,553,570	1,325,000	389,284	1,714,284
Other staff related expenditure	0	0	0	0	0	0.0%		0	0	0	0	0	0
Title 2 - Infrastructure and operating expenditure	9,708,935	9,892,540	9,654,669	1,200,001	10,854,670	9.7%		9,313,957	1,900,000	11,213,957	8,783,522	3,100,000	11,883,522
Rental of buildings and associated costs	5,431,804	5,148,500	5,188,890	500,000	5,688,890	10.5%		5,188,890	500,000	5,688,890	5,188,890	500,000	5,688,890
Information, communication technology and data processing	3,365,165	3,670,977	3,391,303	436,657	3,827,960	4.3%		3,050,592	873,313	3,923,905	2,520,157	1,746,626	4,266,783
Movable property and associated costs	167,759	529,000	493,290	60,588	553,878	4.7%		493,290	171,176	664,466	493,290	192,352	685,642
Current administrative expenditure	200,000	149,500	151,500	50,000	201,500	34.8%		151,500	150,000	301,500	151,500	150,000	301,500
Postage/ Telecommunications	434,207	304,563	318,686	52,756	371,442	22.0%		318,685	105,511	424,196	318,685	211,021	529,706
Meeting expenses	100,000	80,000	100,000	100,000	200,000	150.0%		100,000	100,000	200,000	100,000	300,000	400,000
Running costs in connection with operational activities	0	0	0	0	0	0.0%		0	0	0	0	0	0
Information and publishing	10,000	10,000	11,000	0	11,000	10.0%		11,000	0	11,000	11,000	0	11,000
Studies	0	0	0	0	0	0.0%		0	0	0	0	0	0
Other infrastructure and operating expenditure	0	0	0	0	0	0.0%		0	0	0	0	0	0
Title 3 - Operational expenditure	25,942,145	25,381,808	28,220,053	22,063,714	50,283,767	98.1%		28,641,460	36,294,321	64,935,781	29,436,971	49,792,619	79,229,590
Regulated Products	3,215,155	3,110,200	3,211,750	5,933,626	9,145,376	194.0%		3,211,750	6,229,990	9,441,740	3,211,750	6,481,232	9,692,982
Risk Assessment	2,592,711	2,629,350	2,629,350	4,784,893	7,414,243	182.0%		2,629,350	5,023,883	7,653,233	2,629,350	5,226,485	7,855,835
Scientific Cooperation & Strategy	8,031,132	7,704,984	8,773,968	4,375,195	13,149,163	70.7%		8,497,821	17,070,449	25,568,270	8,650,674	30,114,903	38,765,576
Communication	1,196,000	1,437,000	1,200,000	400,000	1,600,000	11.3%		1,200,000	1,950,000	3,150,000	1,200,000	3,500,000	4,700,000
General operational support	10,907,146	10,500,274	12,404,985	6,570,000	18,974,985	80.7%		13,102,539	6,020,000	19,122,539	13,745,197	4,470,000	18,215,197
TOTAL	79,183,814	79,953,441	84,864,490	25,597,047	110,461,537	38.2%		85,492,332	44,794,321	130,286,653	86,279,554	63,992,619	150,272,173

Expenditure	Payment appropriations												
	2018 Execution Forecast	Budget 2019	Draft budget 2020	Founding Regulation Review 2020	Agency Request TOTAL	VAR 2020/2019 (%)	Budget forecast	Envisaged 2021	Founding Regulation Review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation Review 2022	Envisaged 2022 TOTAL
			Agency request										
Title 1 - Staff expenditure	42,952,870	44,679,093	46,989,768	2,333,332	49,323,100	10.4%		47,536,915	6,600,000	54,136,915	48,059,062	11,100,000	59,159,062
Salaries & allowances	38,902,113	39,942,658	42,647,941	1,851,350	44,499,291	11.4%		43,081,163	5,554,051	48,635,214	43,489,385	9,459,243	52,948,628
- Of which establishment plan posts	30,706,096	31,083,327	32,004,000	1,555,865	33,559,865	8.0%		32,753,000	4,667,595	37,420,595	33,404,000	7,949,497	41,353,497
- Of which external personnel	8,196,017	8,859,331	10,643,941	295,485	10,939,426	23.5%		10,328,163	886,456	11,214,619	10,085,385	1,509,746	11,595,131
Expenditure relating to Staff recruitment	335,000	407,750	495,000	73,168	568,168	39.3%		495,000	219,506	714,506	495,000	373,846	868,846
Mission expenses	265,500	295,000	260,000	0	260,000	-11.9%		260,000	0	260,000	260,000	0	260,000
Socio-medical infrastructure	279,017	325,000	325,000	15,284	340,284	4.7%		325,000	45,853	370,853	325,000	78,093	403,093
Training	489,770	575,000	349,875	59,510	409,385	-28.8%		448,000	178,530	626,530	546,125	304,060	850,185
External Services	1,488,071	1,800,685	1,578,952	257,288	1,836,240	2.0%		1,594,752	371,863	1,966,615	1,610,552	492,704	2,103,256
Receptions, events and representation	9,900	8,000	8,000	542	8,542	6.8%		8,000	1,627	9,627	8,000	2,771	10,771
Social welfare and School contributions	1,183,500	1,325,000	1,325,000	76,190	1,401,190	5.8%		1,325,000	228,570	1,553,570	1,325,000	389,284	1,714,284
Other Staff related expenditure	0	0	0	0	0	0.0%		0	0	0	0	0	0
Title 2 - Infrastructure and operating expenditure	8,738,041	9,892,540	9,654,669	1,200,001	10,854,670	0		9,313,957	1,900,000	11,213,957	8,783,522	3,100,000	11,883,522
Rental of buildings and associated costs	4,888,624	5,148,500	5,188,890	500,000	5,688,890	10.5%		5,188,890	500,000	5,688,890	5,188,890	500,000	5,688,890
Information, communication technology and data processing	3,028,648	3,670,977	3,391,303	436,657	3,827,960	4.3%		3,050,592	873,313	3,923,905	2,520,157	1,746,626	4,266,783
Movable property and associated costs	150,983	529,000	493,290	60,588	553,878	4.7%		493,290	171,176	664,466	493,290	192,352	685,642
Current administrative expenditure	180,000	149,500	151,500	50,000	201,500	34.8%		151,500	150,000	301,500	151,500	150,000	301,500
Postage/ Telecommunications	390,786	304,563	318,686	52,756	371,442	22.0%		318,685	105,511	424,196	318,685	211,021	529,706
Meeting expenses	90,000	80,000	100,000	100,000	200,000	150.0%		100,000	100,000	200,000	100,000	300,000	400,000
Running costs in connection with operational activities	0	0	0	0	0	0.0%		0	0	0	0	0	0
Information and publishing	9,000	10,000	11,000	0	11,000	10.0%		11,000	0	11,000	11,000	0	11,000
Studies	0	0	0	0	0	0.0%		0	0	0	0	0	0
Other infrastructure and operating expenditure	0	0	0	0	0	0.0%		0	0	0	0	0	0
Title 3 - Operational expenditure	25,032,236	25,381,808	26,636,989	18,562,674	45,199,663	1		28,649,510	23,540,021	52,189,532	28,566,338	30,924,719	59,491,057
Regulated Products	2,893,640	3,110,200	3,211,750	5,933,626	9,145,376	194.0%		3,211,750	6,229,990	9,441,740	3,211,750	6,481,232	9,692,982
Risk Assessment	2,333,440	2,629,350	2,629,350	4,784,893	7,414,243	182.0%		2,629,350	5,023,883	7,653,233	2,629,350	5,226,485	7,855,835

Expenditure	Payment appropriations												
	2018 Execution Forecast	Budget 2019	Draft budget 2020	Founding Regulation Review 2020	Agency Request TOTAL	VAR 2020/2019 (%)	Budget forecast	Envisaged 2021	Founding Regulation Review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation Review 2022	Envisaged 2022 TOTAL
			Agency request										
Scientific Cooperation & Strategy	8,844,773	7,644,584	7,130,505	874,155	8,004,660	4.7%		8,467,716	4,316,149	12,783,865	7,780,041	11,247,003	19,027,044
Communication	1,076,400	1,437,000	1,200,000	400,000	1,600,000	11.3%		1,200,000	1,950,000	3,150,000	1,200,000	3,500,000	4,700,000
General operational support	9,883,983	10,560,674	12,465,385	6,570,000	19,035,385	80.2%		13,140,694	6,020,000	19,160,694	13,745,197	4,470,000	18,215,197
TOTAL	76,723,148	79,953,441	83,281,426	22,096,007	105,377,433	0		85,500,383	32,040,021	117,540,404	85,408,922	45,124,719	130,533,641

2. Revenues

Table 36: Revenues

Revenues	2018	2019	2020		
	Executed budget 2018 M€ (forecast)	Revenues estimated by the Agency	Budget	Budget forecast	Budget forecast
			forecast	Founding Reg. review	TOTAL
EU contribution	78.20	78.10	81.35	21.58	102.93
Additional EU funding: ad hoc grants and delegation agreements	0.00	0.00	0.00	0.00	0.00
Other revenue	1.87	1.85	1.93	0.51	2.44
TOTAL REVENUES	80.07	79.95	83.28	22.10	105.38

Revenue	2018	2019	2020					Envisaged 2021	Founding Regulation review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation review 2022	Envisaged 2022 TOTAL
	Execution forecast	Revenues estimated by the Agency	As requested by the Agency	Founding Regulation review	As requested by the Agency TOTAL	Budget forecast	VAR 2020/2019 (%)						
2 EU CONTRIBUTION	78,199,699	78,102,000	81,352,621	21,582,347	102,934,968		31.8%	83,519,994	31,295,196	114,815,189	83,430,659	44,075,717	127,506,376
Of which Administrative (Title 1 and Title 2)													
Of which Operational (Title 3)													
- Of which assigned revenues deriving from previous years 'surpluses	441,639	310,366	310,366		310,366		0%	310,366		310,366	310,366		310,366

Revenue	2018	2019	2020					Envisaged 2021	Founding Regulation review 2021	Envisaged 2021 TOTAL	Envisaged 2022	Founding Regulation review 2022	Envisaged 2022 TOTAL
	Execution forecast	Revenues estimated by the Agency	As requested by the Agency	Founding Regulation review	As requested by the Agency TOTAL	Budget forecast	VAR 2020/2019 (%)						
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	1,811,763	1,851,441	1,928,806	513,660	1,928,806		4%	1,980,389	744,826	2,725,215	1,978,263	1,049,002	3,027,265
- Of which EEA/EFTA (excl. Switzerland)	1,811,763	1,851,441	1,928,806	513,660	1,928,806		4%	1,980,389	744,826	2,725,215	1,978,263	1,049,002	3,027,265
Of which candidate countries													
4 OTHER CONTRIBUTIONS													
Of which delegation agreement, ad hoc grants													
5 ADMINISTRATIVE OPERATIONS	59,244												
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT													
7 CORRECTION OF BUDGETARY IMBALANCES													
TOTAL REVENUES	80,070,706	79,953,441	83,281,426	22,096,007	104,863,774		31%	85,500,383	32,040,021	117,540,404	85,408,922	45,124,719	130,533,641

3. Calculation of budget out-turn

Table 37: Budget out-turn and cancellation of appropriations

Budget out-turn	2016	2017	2018
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	79,395,456.35	81,073,043.89	
Payments made (-)	-71,466,445.84	-74,606,228.36	
Carry-over of appropriations (-)	-8,540,088.08	-6,789,633.89	
Cancellation of appropriations carried over (+)	441,606.64	291,011.86	
Exchange-rate differences (+/-)	1,316.79	-577.58	
Adjustment for carry-over from previous years of assigned revenue	619,584.16	342,749.70	
Out-turn pre-accession programme DG Neighbourhood and Enlargement Negotiations	-9,791.16		
TOTAL	441,638.86	310,365.62	

Cancellation of appropriations

Cancellation of commitment appropriations

- Out of the EUR 79.18 million in commitment appropriations available, EUR xx million or xx % (99.98 % in 2017) was utilised, leaving EUR xx million in commitment appropriations unutilised. Most of the underspent originates from xx.

Cancellation of payment appropriations for the year

- Out of the EUR 80.07 million in payment appropriations available, EUR xx million or xx % (92.3 % in 2017) was paid and EUR xx million corresponding to xx% of non-differentiated credits (8.9 % in 2017) carried forward leaving € xx million unutilised.

Cancellation of payment appropriations carried over

- Out of the EUR 6.17 million in payment appropriations carried over, EUR xx million or xx % was paid, leaving EUR xx million unutilised.

Justification

Budget out-turn

- The budget out-turn decreased in 2018 compared to 2017 and stands at EUR xxmillion (EUR 0.31 million in 2017) or xx % 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

- This section will be filled in in January 2019

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Annex III. Human resources 2020-2022

— quantitative

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1. The staff population and its evolution

Table 38: Overview of all categories of staff

Staff population ⁽¹⁵²⁾		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 2020 - 178 impact	TOTAL 2020	Envisaged in 2021	Envisaged in 2021 - 178 impact	TOTAL 2021	Envisaged in 2022	Envisaged in 2022 - 178 impact	TOTAL 2022
Officials	AD	5	5	5	5	5	0	5	5	0	5	5	0	5
	AST	0	0	0	0	0	0	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0
TA	AD	203	213	207	218	221	29	250	224	50	274	227	73	300
	AST	103	101	100	97	94	5	99	91	9	100	88	12	100
	AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0
Total⁽¹⁵³⁾		311	319	312	320	320	34	354	320	59	379	320	85	405
CA GF IV		94	92	95	106	127	8	135	119	15	134	112	21	133
CA GF III		4	7	6	7	8	0	8	9	0	9	9	0	9
CA GF II		24	25	20	18	15	0	15	12	0	12	10	0	10
CA GF I		1	1	0	0	0	0	0	0	0	0	0	0	0
Total CA⁽¹⁵⁴⁾		123	125	121	131	150	8	158	140	15	155	131	21	152
SNE ⁽¹⁵⁵⁾		13	15	14	15	15	0	15	15	0	15	15	0	15
Structural service providers ⁽¹⁵⁶⁾		49	0	57	57	57	0	57	57	0	57	57		57
TOTAL		496	459	504	523	542	42	584	532	74	606	523	106	629
External staff ⁽¹⁵⁷⁾ for occasional replacement ⁽¹⁵⁸⁾		21		20										

⁽¹⁵²⁾ 31.12.2018: posts filled include xxx offer letters sent and accepted.

⁽¹⁵³⁾ Headcounts.

⁽¹⁵⁴⁾ FTE.

⁽¹⁵⁵⁾ FTE.

⁽¹⁵⁶⁾ 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: Business Analyst junior (1), Desktop Services Operator (6), Helpdesk Service Operator (6.5), Senior DBA (1), Senior Infrastructure Product Specialist (0.5), Senior OS Specialist (1), Senior Project Manager (2), Service Manager (2), UC Specialist (4), Interface Designer (0.5)
- 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).

⁽¹⁵⁷⁾ FTE.

⁽¹⁵⁸⁾ 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 2018-2022

Table 39: Establishment plan evolution 2018-2022

Category and grade	Establishment plan in EU Budget 2018		Actually filled as of 31.12.2018		Establishment plan in voted EU Budget 2019		Establishment plan in draft EU budget 2020		Establishment plan 2020 - 178 refit		Establishment plan 2020 - TOTAL		Establishment plan 2021		Establishment plan 2021 - 178 refit		Establishment plan 2021 - TOTAL		Establishment plan 2022		Establishment plan 2022 - 178 refit		Establishment plan 2022 - TOTAL	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	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	0	0	1	0	0	0	0					0	1					0	2				
AD 13	0	1	0	1	0	3	0	4					0	4					0	4				
AD 12	0	6	0	5	0	4	0	4					0	4					0	5				
AD 11	0	8	0	6	0	7	0	8					0	10					0	11				
AD 10	0	16	0	14	0	16	0	19					0	22					0	25				
AD 9	0	34	0	27	0	34	1	38					1	41					2	44				
AD 8	1	57	1	58	3	59	3	58					4	57					3	56				
AD 7	4	49	4	50	2	51	1	49					0	48					0	46				
AD 6	0	31	0	36	0	35	0	32					0	29					0	27				
AD 5	0	10	0	9	0	8	0	8					0	7					0	6				
Total AD	5	213	5	207	5	218	5	221	0	29	5	250	5	224	0	0	5	224	5	227	0	73	5	300
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	1	0	0	0	0	0	0					0	1					0	2				
AST 7	0	2	0	3	0	3	0	4					0	4					0	4				
AST 6	0	5	0	3	0	4	0	6					0	8					0	11				
AST 5	0	18	0	16	0	20	0	22					0	24					0	25				

Category and grade	Establishment plan in EU Budget 2018		Actually filled as of 31.12.2018		Establishment plan in voted EU Budget 2019		Establishment plan in draft EU budget 2020		Establishment plan 2020 - 178 refit		Establishment plan 2020 - TOTAL		Establishment plan 2021		Establishment plan 2021 - 178 refit		Establishment plan 2021 - TOTAL		Establishment plan 2022		Establishment plan 2022 - 178 refit		Establishment plan 2022 - TOTAL	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AST 4	0	35	0	37	0	34	0	32					0	30					0	27				
AST 3	0	21	0	22	0	23	0	19					0	16					0	13				
AST 2	0	17	0	17	0	13	0	11					0	8					0	6				
AST 1	0	2	0	2	0	0	0	0					0	0					0	0				
Total AST	0	101	0	100	0	97	0	94	0	5	0	99	0	91	0	0	0	91	0	88	0	12	0	100
AST/SC 6	0	0	0	0	0	0	0	0					0	0										
AST/SC 5	0	0	0	0	0	0	0	0					0	0										
AST/SC 4	0	0	0	0	0	0	0	0					0	0										
AST/SC 3	0	0	0	0	0	0	0	0					0	0										
AST/SC 2	0	0	0	0	0	0	0	0					0	0										
AST/SC 1	0	0	0	0	0	0	0	0					0	0										
Total AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	5	314	5	307	5	315	5	315	0	34	5	349	5	315	0	0	5	315	5	315	0	85	5	400

Annex IV. Human resources 2020-2022 — qualitative

1. Recruitment policy

Statutory staff (officials, temporary agents, contract agents)

In 2018, EFSA has reached the multi-annual target of reduction of its Establishment Plan as set in 2013 by the European Commission in view of the Programming of resources 2014-2020. The reduction of 36 Temporary Agents posts (of which 4 in 2018), corresponds to the 10% of the baseline capacity 2012 (from 355 to 319 posts).

EFSA is using an innovative recruitment solution to attract, source and select EFSA's staff, experts, trainees and seconded national experts (SNEs).

During 2018, EFSA has worked to further streamline and lean its recruitment process to continuously improve the efficiency and responsiveness of the selection process in line with the procedures laid down in the Staff Regulations. Also interagency mobility has been facilitated and is effectively implemented following 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 initiatives to position itself as an employer of choice - also in collaboration with other EU Agencies - and extend awareness of its value proposition. Enhanced visibility of career opportunities is achieved via wider and targeted dissemination of vacancies, recruitment campaigns and proactive use of social media. EFSA continues to invest in its successful traineeship scheme as a way to gain visibility among young professionals across Europe and beyond and to create a pool of young people with first-hand experience of EFSA, who could be prepared to collaborate with EFSA in the future.

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 maps the competencies and job profiles required to deliver its strategic goals until 2020. Already in 2017 the project has started to deliver its envisaged outcomes, which as a consequence are 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 ⁽¹⁵⁹⁾.

"Assistant" job 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.

⁽¹⁵⁹⁾ 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. **These jobs are of a technical rather than clerical nature, and do require a number of years of experience.** 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” job 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” job 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 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’ positions (function group IV) for shorter duration allocated to time limited scientific projects, ensuring the principle of budget neutrality. This allows EFSA to keep an adequate degree of flexibility to address 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 peaks of workload as well as 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 period comprised between a minimum of 6 months and a maximum of 4 years.

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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, done 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 through a public call for tenders to purchase interim services. This framework contract, 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 a technical assistant/junior-officer-level job categories (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.

The average contract duration for interim staff is 18 months, the maximum being two years, in compliance with Italian employment law.

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

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 2018 promotion/reclassification exercise resulted in 42 statutory staff members being promoted/reclassified (corresponding to approximately 12 % of eligible staff), distributed as follows: 1 official, 30 temporary agents and 11 contract agents (out of the final list of 42 staff members promoted/reclassified, six are pending the third-language recognition by EPSO).

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.⁷ 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. In addition, following a review of the managerial pipeline, and the limited opportunities available in the managerial category, EFSA is looking at alternative solutions to the managerial pipeline.

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 as of the 2018 promotion/reclassification exercise.

Table 40: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.1.2017		How many staff members were promoted/reclassified in 2018		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		6		1	2.17
AD 11		6			
AD 10		11			
AD 9		27		1	9.49
AD 8		54		4	6.77
AD 7	4	46	1	3	7.83
AD 6	1	43		5	5.27
AD 5		11		2	4.62
Total AD	5	206	1	16	6.21
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6		2		1	2.84
AST 5		15		1	2.84
AST 4		40		4	7.59
AST 3		17		3	9.02
AST 2		29		4	7.07
AST 1		3		1	9.72
Total AST	0	108	0	14	7.22
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0	0	0	
Total	5	314	1	30	6.67

Table 41: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.1.2017	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	4		
	15	6		
	14	55	5	3.64
	13	20	1	3.17
CA III	12			
	11			
	10	1		
	9	2		
	8	1		
CA II	7			
	6	4		
	5	15	1	2.84
	4	8	4	5.81
CA I	3			
	2			
	1			
Total		116	11	4.31

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 2018 24 EFSA staff members changed their job through internal mobility, both to respond to business needs and to staff motivation. 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 EU agencies and EU institutions

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

4. Gender and geographical balance

Gender balance (31 December 2018)

The overall gender balance among EFSA's staff — as presented in Table 42 — shows a female prevalence; this majority is more marked among temporary agent/AST and contract agents. With specific reference to the managerial population we noted different compositions among (a) senior managers, (b) middle managers and (c) team leaders: (a) 3 women out of 5 corresponding to 60%/40% balance; (b) 7 women out of 19 corresponding to 37%/63% balance; (c) 18 women out of 40 corresponding to 45%/55% balance.

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.

Table 42: 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	99	81	58	1	19	1	7	268	60.0%
Male	3	0	104	22	36	3	5	0	6	179	40.0%
Total	5	0	203	103	94	4	24	1	13	447	100.0%

Geographical balance (31 December 2018)

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:

- Pro-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 recruitment 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 EPSO, EU specialised job boards, as well as on relevant social media platforms;

- Enhanced collaboration with EU Agencies to increase the visibility of career opportunities and collaborate on joint selection procedures
- 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. On this regard a new Framework Contract with an external service provider has been finalised in September 2018.
- Further invest in the traineeship programme as a pipeline for the future talents of EFSA

Table 43: 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			21	9	2	1				33	7.4%
Bulgaria			1		1	1	1			4	0.9%
Croatia					1				1	2	0.4%
Czech Republic			1	1	1					3	0.7%
Denmark			2	1						3	0.7%
Finland										0	0.0%
France	1		14	5	5			1		26	5.8%
Germany			14	1	4	1	2		2	24	5.4%
Greece			7	1	12		1		3	24	5.4%
Hungary			6	1	2		2		1	12	2.7%
Ireland			2	5						7	1.6%
Italy	1		79	61	38	1	15		1	196	43.9%
Serbia										0	0.0%
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		1	7	1.6%
Portugal	2		5	2	1					10	2.2%
Romania			1	2	4				1	8	1.8%
Russia									1	1	0.2%
Slovakia	1			1	4		1			7	1.6%
Spain			18	6	10				1	35	7.8%
Sweden				1						1	0.2%
United Kingdom			13	5	4					22	4.9%
Total	5	0	203	103	94	4	24	1	13	447	

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 European schools system. The school offers teaching up to the 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 works in 2012 (due to financial difficulties with the construction company) 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 1.21 million was paid from EFSA's budget for the 2017-2018 school year. The amount budgeted for 2019 has been slightly increased to cover the expected increases both in the annual school fees and in the number of pupils.

Table 44: Number of pupils per school year

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
148	158	152	152	160	160

Annex V: Buildings

6. Current building

Table 45: 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 ² total 14 200 m ² office space 1 600 m ² restaurant/kitchen 11 700 m ² parking, basement and technical areas	
Annual down payment (in EUR)	EUR 1.71 million	
Type and duration of rental contract	25 years, ending December 2036	
Host-country grant or support	0	
Present value of the building	EUR 22.85 million	Capital value remaining due at 31.12.2018
Information to be provided for each building	EFSA representative office, Brussels	EFSA rental contract was signed on 30.8.2016
Office-space area (in square metres)	41 m ² 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	-	
Information to be provided for each building	Shared Services Office, Brussels	EFSA as host agency signed the rental contract on behalf of the Agencies' network
Office-space area (in square metres)	54 m ² office space	
Annual rent (in EUR)		The annual rent is shared amongst the EUAN, each agency contributing proportionally
Type and duration of rental contract	4 years, renewable	From 01 March 2018 to 28 February 2022
Host-country grant or support	0	
Present value of the building	-	

7. Building project in the planning phase

Not applicable.

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

Not applicable.

DRAFT

Annex VI: Privileges and immunities

Table 46: 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	
The Authority, its funds, assets and income, are within the limits of their official activities, exempt from all the taxes and direct duties due to the State, regions, provinces and municipalities	Staff is in respect of exchange regulations, accorded the same facilities as are accorded to officials of equal rank of foreign diplomatic missions in Italy and receives the same assistance with repatriation as is granted to diplomats in the event of international crises	
the Authority is exempted from the VAT for substantial purchases of goods and services relating to its official tasks and the exercise of its duties	Staff benefits, within a period of two years starting from the official move of the Authority to its permanent seat or appointment by the Authority, whichever is the latest, from a tax installation benefit – VAT exemption – on the purchase of furniture and other household goods necessary for their installation	
The Authority is exempted from any customs duty, tax, prohibition or restriction, on goods of any type imported or exported in the exercise of its own official activities	Members of staff who are not permanent residents in Italy on taking up functions with the Authority or staff members employed by the Authority prior to the move to Parma may acquire one motor vehicle duty and tax free during their period of residence in Italy; the vehicle is registered in a special series	
The Authority is exempted from taxes, duties or from any other fees, as well as from any prohibition or restriction on importing vehicles intended “for official activities” and on the relevant spare parts		

Annex VII: Evaluations

Evaluations are a key component of the EFSA strategic planning and monitoring framework. They encompass an assessment of initiatives according to a defined set of parameters providing a solid evidence base to drive decisions and contribute to optimise the use of resources ensuring efficiency, effectiveness and best value for taxpayer's money.

As a result of the 3rd external evaluation, held in 2018, EFSA will:

1. enhance the capacity for fit-for purpose and responsive scientific advice, improving the planning and responsiveness of the Agency;
2. enhance communication activities to strengthen EFSA's reputation by increasing proactivity of communication and communicating more collaboratively;
3. secure long-term efficiency and sustainability of operations enhancing efficiency of the advice production system and finding additional ways to utilize expertise;
4. continue the transformation to an Open Science Organisation, making evidence transparent and re-usable, making the advice-development process accessible, enhancing the dialogue with stakeholders and safeguarding and explain the organisation's independence;
5. invest in preparedness to cope with complex futures scanning emerging risks, co-developing adequate assessment methodologies, co-developing European capacity for future risk governance and co-influencing EU research funding priorities;
6. collaborate, cooperate and co-design to meet integrated "One health" protection targets upgrading collaboration to a strategic level, utilizing the opportunities of big data and sharing limitless to tackle complexity and resources constraints.

In order to further improve the decision making, the Authority undertakes ex-ante and ex-post evaluations, particularly for the projects which entail significant spending. At the end of the process, the evaluation conclusions pinpoint lessons learned providing input for future development.

The follow up actions identified by the ex-post evaluation conducted in 2018 on the project 'STEP 2018' will continue being implemented in the coming years.

The follow up actions identified by the ex-post evaluation conducted in 2018 on the project 'STEP 2018' will continue being implemented in the coming years. STEP 2018 has been an important project to support the implementation of the EFSA Strategy 2020, by creating the basis and paving the way towards further changes to make EFSA able to face current future challenges, becoming more efficient and effective as well as more transparent and responsive.

In this context, EFSA will take the necessary steps to fully meet the STEP 2018 project's initial expectations completing the initial projected organizational architecture through:

- further centralization and development of strategic sourcing capabilities;
- reinforcement of the cascading approach to its full potential, especially in the area of Portfolio management, allowing improvements in the relevance of the budgeting processes to strategy of the Agency.

In addition to the above, EFSA will fine tune the monitoring and reporting area, further streamlining some key processes and recasting some key roles in the 'department coordination' area to further improve efficiency. Partnering initiatives will be leveraged to align a corporate culture and the lessons learnt from STEP 2018, that are relevant to the current context of the organisation, will be extended to other contexts, such as transactional services.

In 2019, EFSA will also start the mid-term evaluation of the Strategy 2020 implementation. Interim evaluations typically examine an on-going intervention and

occur at some point or midway through implementation. This type of evaluations is a useful checkpoint that can provide indications where adjustments need to be made. The planned mid-term evaluation will be carried out combining the results, input and recommendations of the STEP ex-post, the external evaluation conducted in 2018 with the elements coming from the strategic environment analysis that is currently in starting phase. EFSA will assess the achievements to date and the continued relevance of the first 2 years of implementation of the Strategy 2020, which translates the key priorities into 5 strategic objectives that are guiding EFSA to face new challenges and opportunities and drives the organisation's day-to-day work programme. A full assessment of the achieved outcomes and impacts is not necessary for the moment, because it is too early, but the 5 minimum evaluation criteria will be measured. More specifically: the efficiency of the first three years of implementation of the strategy 2020 in relation to the resources used, the effectiveness of the EFSA Strategy, the coherence with other agencies and environments sharing the same objectives, its relevance in relation to the identified needs that the Strategy aims to address and the EU added value resulting from the intervention compared to what could be achieved by Member States actions only.

In 2017, EFSA developed its intervention logic, describing how different inputs, activities and outputs triggered by the agency interact to allow the delivery of objectives. The intervention logic has been further developed and detailed on the occasion of the external evaluation (Figure 5). The results of the mid-term evaluation are therefore an opportunity to review or confirm the EFSA intervention logic.

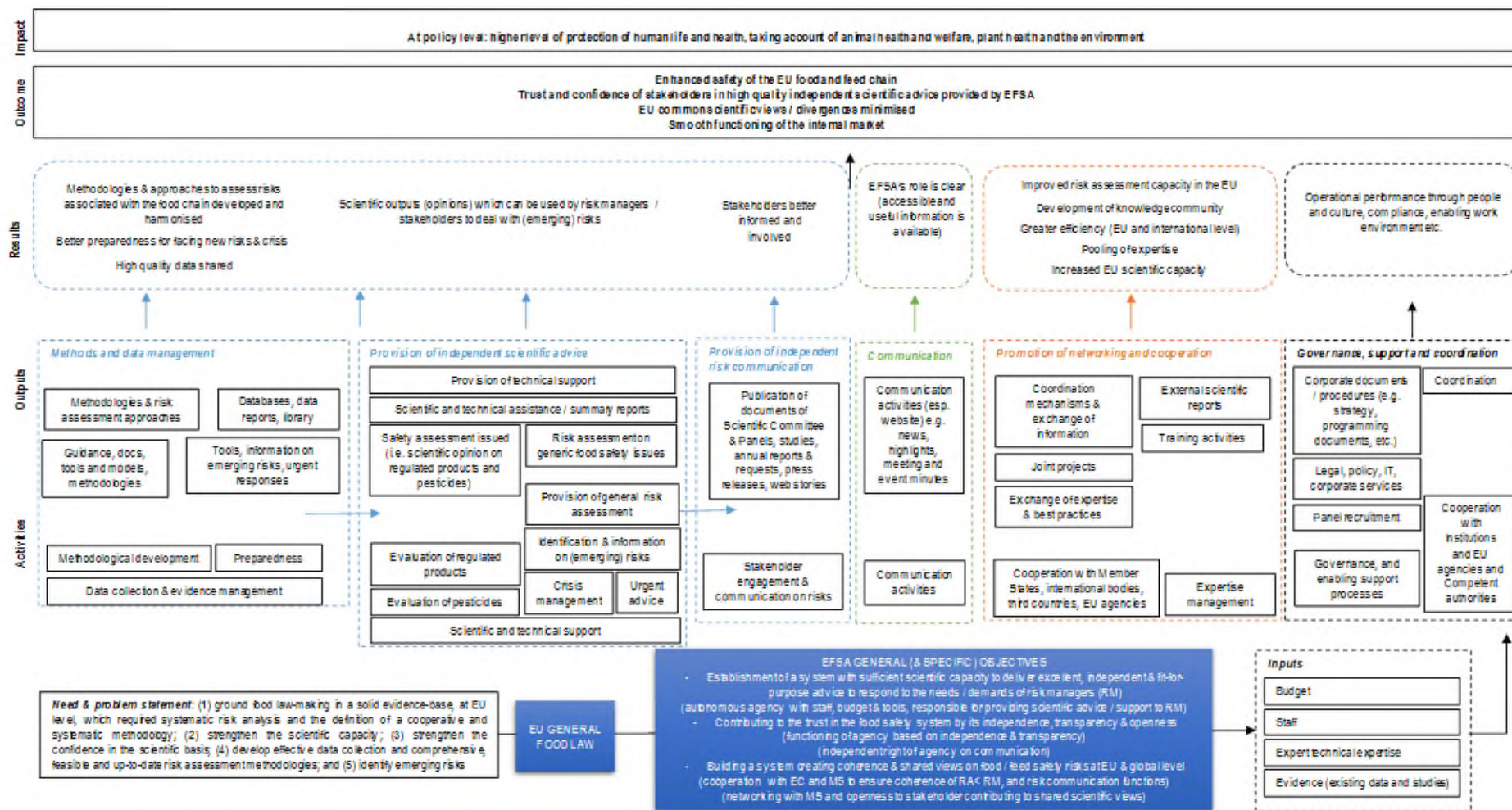


Figure 5. EFSA intervention logic

Annex VIII: Risks

Risk management at EFSA

Risk management is a continuous, proactive and systematic process of identifying, assessing and managing risks to provide reasonable assurance towards the achievement of objectives. At EFSA, the methodology is aligned at process, project and programme level and integrated in EFSA's process management. As part of the EFSA planning cycle, risks and mitigating actions are identified at process level and captured in the EFSA Process Architecture (EPA) process templates. The critical and cross-cutting risks that could potentially impact the achievement of EFSA's objectives and respective mitigating actions and controls that reduce the risks to acceptable levels are outlined in the table below.

Table 47: Risks and Mitigating actions

Risk Typology	EFSA Process Architecture (EPA)	Risk	Mitigating actions and controls
Independence	<i>E13 Competing Interest Management</i>	Inadequate screening and validation of the Declaration of Interest of experts and staff may lead to the involvement of experts and staff who are in a conflict situation which affects their independence and influences their opinion.	In place:
			Policy on Independence adopted by the Management Board
			Mandatory training on Ethics and Integrity
			Committee on Conflict of Interest that advises on issues related to competing interest
			Processes and guidelines in order to initiate, assess, validate and publish declarations of interest by all internal and external actors of EFSA.
			Compliance and veracity ex-post controls on the Declaration of Interest submitted by experts.
			Planned:
			Compliance and veracity ex-post controls on the Declaration of Interest submitted by staff.
Human Resources	<i>E7 Staff and Expert Management</i>	Inadequate selection of scientific experts and staff may lead to incorrect scientific outputs due to a lack of required competences and expertise	In place:
			Guidelines to govern the process of selection of external experts
			Expert Management Programme in order to better coordinate the planning, sourcing, selection and competencies management for scientific staff and experts
			External review of the evaluation of experts for panel renewal
			Establishment plan is prepared and adopted
			EFSA recruitment policies and guidelines for staff are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding Human

Risk Typology	EFSA Process Architecture (EPA)	Risk	Mitigating actions and controls
Information Management	<i>E18 Information Security & Business Continuity</i>	Inadequate information management systems and processes may lead to the loss or leak of Information	Resources Management
			Planned:
			Human Resources Management Control Strategy
			In place:
			Policy on Information Security
			Security awareness and training
			Business Continuity Plan
			Business Impact Analysis defining dependencies and recovery time objectives for IT systems
			Disaster Recovery Plan
			Planned:
Finance	<i>E11 Grants, Procurement & Contract Management</i>	Inadequate grant & procurement management may lead to non-compliant procedures, failure to deliver timely procurement and obtain value for money	Access Rights Management Control Strategy
			In place:
			Guidelines for each step of the grant and procurement process.
			Training on Grants and procurement processes
			Ex-post controls on Focal Point Grant Agreements
			Public Procurement Committee to verify the legality of procurement procedures
			Ex-post financial verification on mass payments for scientific meetings and missions
			Annual financial, legality and regularity audits by the European Court of Auditors

Annex IX: Draft work programme for grants and operational procurements 2020

1. Operational sourcing by strategic objective

Table 48: Operational sourcing by strategic objective

Strategic Objective (SO)	Indicative 2020 Budget
SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment	9,508,013
Main areas	
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	
Tasking grant for high risk plants	
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 and of Food additives	
Statistical and toxicological support for evaluation of risk assessment of GMO dossiers	
Activities related to the assessment of GMO applications	
Support for preparatory work in the area of Novel Foods	
Entrusting new preparatory tasks falling within the mission of the EFSA Pesticides unit	
SO2 — Widen EFSA's evidence base and optimise access to its data	EUR 1,460,000
Main areas	
Support in a series of activities linked to improvement of data quality, training of Member States.	
Access to a online food label data base covering food and drink products from different EU member states and access to market shared data	
Further development and update of EFSA's Chemical Hazards DB	

Strategic Objective (SO)	Indicative 2020 Budget
SO3 — Build the EU's scientific assessment capacity and knowledge community	EUR 3,327,000
Main areas	
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	
Prize Contest 'Hackathon': Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission	
Pilot a working procedure for the preparation of opinions, with the scientific staff assuming a leading role in the preparation of draft opinions up to the level which currently corresponds to the draft ready for discussion in the FEEDAP Plenary	
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	
SO4 — Prepare for future risk assessment challenges	EUR 1,880,000
Main areas	
Arthropod vectors	
Support the wild boar data collection	
Risk assessment uncertainty	
Statistical programming: provision of services to EFSA R coding, programming, ad hoc R consultation and provision of a scalable high-performance computing environment	
Implementation of cumulative risk assessment of pesticides	
OECD Metapath: Incorporation of Pesticide Residue Data	
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	
EFSA's activities on Emerging Risks	
Update of the 2012 SC Scientific Opinion on the TTC	
Risk assessment Methodology Programme	
SO5 — Create an environment and culture that reflects EFSA's values	EUR 2,548,940
Main areas	
Information Management Programme: Digital collaboration, New World of Work, Automation of Regulated Product workflows for EFSA food sector areas, customer relationship management, crowd sourcing	
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:

- Regulation (EU, Euratom) of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, EU No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) no 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU Euratom) 966/2012.
- Article 110 (1) of the financial regulation states that: 'A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the Authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of article 58(2) of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71'. Article 110 (2) states that the financing decision shall at the same time constitute the annual or multiannual work programme and shall be adopted. (...)'. In addition, it states that ' (...) the work programme shall be published on the website of the Union institution concerned immediately after its adoption and prior to its implementation.' Article) 110 (3) 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.

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 136 to 140 and Article 141 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 136 to 140 and Article 141 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 ⁽¹⁶⁰⁾:

- 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;
- 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 2019 are expected to be fully implemented.

Indicative amounts available for calls for proposals/tenders for 2020 and indicative list of scientific activities to be outsourced

The indicative budget of EUR 8.2 million for scientific projects in 2020 is slightly higher than the 2019 budget of EUR 7.7 million and than the 2018 budget of EUR 7.5 million for scientific activities. The scientific activities to be outsourced in 2020 will ensure the continuation of the projects initiated in 2019 and will comprise new initiatives directly linked to implementation of EFSA's Strategic Objectives 1, 2, 3 and 4. During 2019 the indicative list of scientific activities to be outsourced in 2020 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 2020 and indicative list of operational activities to be outsourced

The indicative budget of EUR 1.9 million for the communication programme in 2019²⁰ 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,

⁽¹⁶⁰⁾ The indicated co-financing rates are subject to modifications based on EFSA's decision.

organisation of communication events related to specific scientific topics and the EU Agencies Network. During 2020 the indicative list of activities to be outsourced in 2020 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 2020 and indicative list of operational activities to be outsourced

The indicative budget of EUR 8.8 million for operational support in 2020 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 2020 the indicative list of activities to be outsourced in 2020 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.

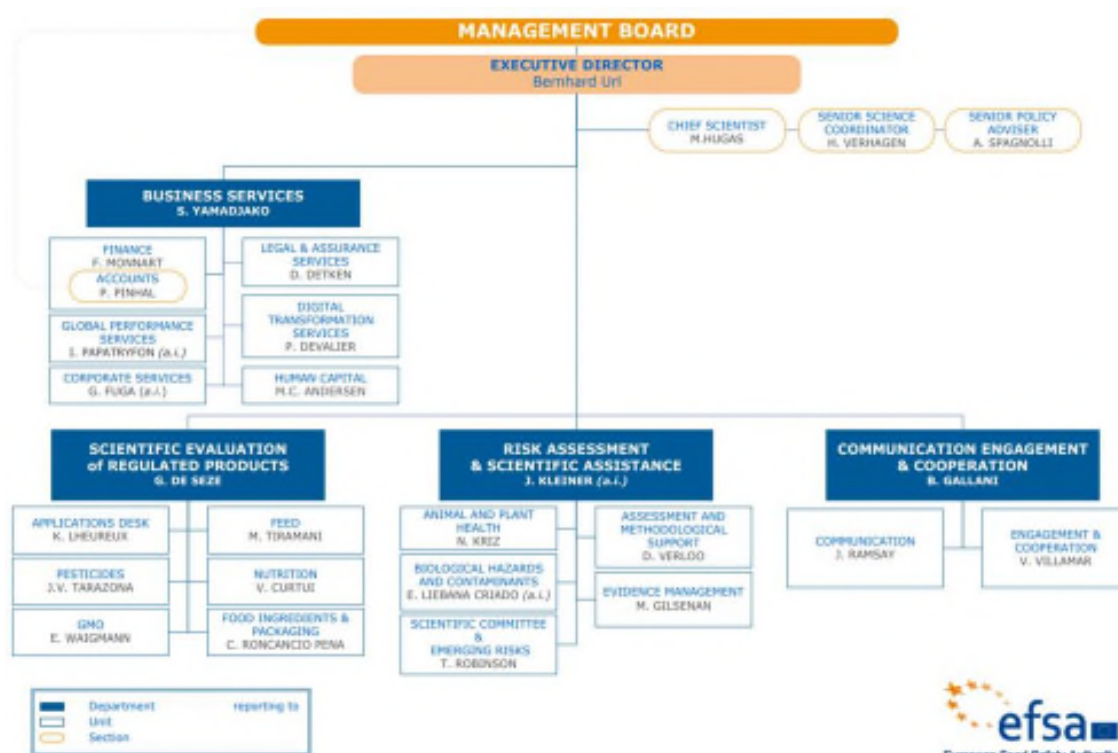
Indicative schedule of calls for proposals and of calls for tenders for 2020

It is expected that the majority of the calls will be launched during the first half of 2018 ⁽¹⁶¹⁾. Potential applicants/tenderers are invited to visit on EFSA Website the list with the [forthcoming calls for tenders \(procurement\) and calls for proposals \(grants\)](#)

⁽¹⁶¹⁾ 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 2019

1. Organisation and organisational chart (31 December 2018)



Org. Structure 31/12/2017	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		
ED Total	0	0	10	4	2	0	12	4	2	0
ED (incl. "ED Pot")	0	0	10	4	2	0	12	4	2	0
REPRO Total	1	0	102	4	45	1	148	5	5	0
REPRO HoD Office	0	0	3	1	2	0	5	1	0	0
APDESK	0	0	4	0	6	0	10	0	1	0
PRAS	0	0	36	0	18	1	54	1	1	0
GMO	0	0	16	0	5	0	21	0	0	0
FEED	0	0	13	1	3	0	16	1	0	0
NUTRI	0	0	11	0	3	0	14	0	1	0
FIP	1	0	19	2	8	0	28	2	1	0
RASA Total	3	0	78	2	28	0	109	2	4	0
RASA HoD Office	0	0	4	0	0	0	4	0	0	0
ALPHA	0	0	15	0	5	0	20	0	4	0
BIOCONTAM	0	0	21	1	4	0	25	1	0	0
AMU	1	0	12	0	4	0	17	0	0	0
DATA	0	0	14	1	10	0	24	1	0	0
SCER	2	0	12	0	5	0	19	0	0	0
COMMS Total	0	0	35	1	15	0	50	1	3	0
COMMS HoD Office	0	0	6	1	0	0	6	1	0	0
EXREL	0	0	7	0	4	0	11	0	0	0
RISKCOM	0	0	12	0	8	0	20	0	0	0
AFSCO	0	0	10	0	3	0	13	0	3	0
BuS Total	1	0	94	2	35	1	130	3	1	49
BuS HoD Office	0	0	5	0	0	0	5	0	0	0
FIN	1	0	21	1	5	0	27	1	0	0
FIN-ACCOUNT	0	0	2	0	0	0	2	0	0	0
HUCAP	0	0	17	0	7	0	24	0	1	0.5
LA	0	0	10	0	3	1	13	1	0	0
DTS	0	0	19	0	9	0	28	0	0	17
GPS	0	0	8	1	4	0	12	1	0	0
CORSER	0	0	12	0	7	0	19	0	0	31.5
TOTAL	5	0	319	13	125	2	449	15	15	49