

## NOTE TO THE MANAGEMENT BOARD

### The outcome of EFSA's Strategic Environmental Scan and how EFSA is approaching the definition of its new Strategy 2021-2027

#### 1 Why is EFSA scanning the environment?

EFSA's current Strategy 2020 is soon coming to an end; it was designed across a set of 5 strategic objectives, underpinned by a set of 5 values, to prepare itself for the future and address EFSA's context, i.e. challenges and opportunities, strengths and weaknesses that were relevant before its inception, between 2015-2016.

Before embarking on the design of its new strategy, to be adopted by the end of 2020 and come into force as of 2021, it is imperative to take stock of changes in the EFSA context, whether coming from developments and trends from the wider external environment (socio-political, technological, environmental) or as a result of an evolved set of strengths and weaknesses following the implementation of the current EFSA's strategy. Such an analysis was carried out by EFSA from September 2018 (with the 3<sup>rd</sup> EFSA scientific conference) until June 2019, summarised in the technical report on "EFSA's Strategic Environmental Scan"

This report describes the results of EFSA's external and internal environment scanning, aiming at providing insights for the definition of its next strategy. The objective of this exercise was to identify the critical external challenges and opportunities that the organisation may face in its upcoming future and, analysing its internal strengths and weaknesses, to explore their potential relevance for EFSA and its ecosystem in the medium and longer term. The study is based on the preliminary drivers, scenarios, challenges and policy options identified in the Science for Policy Report (JRC Report) commissioned by the Directorate General for Health and Food Safety (DG SANTE) of the European Commission, together with supplementary and extensive literature reviews, internal staff consultations as well as discussions with stakeholders and institutional partners.

The intent of this report is to present the key findings and outcomes of the analysis, i.e. the consolidated SWOT analysis which includes recommendations to inform EFSA's for its future strategic direction of 2021-2027 and beyond. The above consolidated SWOTs are presented into three clusters, and further characterized by sub-clusters to facilitate the understanding of the content.

The document is structured as followed:

#### Chapter 1: The Aim

*This chapter **outlines the "why"**: EFSA's environmental scan, being used as a key input, to inform EFSA's Strategic Planning. It also **briefly describes the "how"**: the phases, activities, supporting methodologies & tools used.*

#### Chapter 2: The Scan

*This chapter will **present the 'what'**; focusing on the consolidated SWOTs containing EFSA's internal strengths and weaknesses and the external opportunities & challenges, alongside exploratory recommendations to consider for the new strategy definition.*



### Chapter 3: The Next Steps

**Highlighting the key overarching exploratory recommendations** via pertinent open questions that need to be addressed prior to commencing the strategic definition.

## 2 Perspective 2035

In parallel to the preparation of the Environment Scanning report, EFSA developed a “Perspective 2035” document, setting the scene within which the EFSA Strategy 2021-2027 is developed. It aims at helping to place the Environmental Scanning exercise in context and providing a long-term view on possible futures and subsequent impact on the organisation for helping the definition of viable strategic directions.

## 3 Management Board discussion objectives

EFSA looks forward to the discussions with the Board at its upcoming meeting, to take place in two sessions: a) an interactive workshop during the private session and b) a discussion at the public session.

### Private Session

#### Interactive input collection (workshop)

**18.06.2019**

*Objective 1: Following a short description by EFSA staff on the results of the environment scanning assessment, and on reflections on the long-term perspective, the session aims at collecting the Board’s input to a selection of key questions, which will help EFSA frame and focus the definition of the draft strategic directions to be discussed with the Board in December 2019.*

*The questions are:*

#### **I. Food Systems & Risk Assessment**

Sub-Clusters: Holistic & Fit-for-Purpose Risk Assessment, Risk-Risk and Risk-Benefit Analysis, New Data and Methods, Preparedness, Nutrition Advice

*In a new paradigm of risk assessment which integrates nutrition, health, environment and sustainability aspects...*

- ☐ **To what extent should EFSA engage, build alliances, in the assessment of risks, benefits, impacts and options?**

#### **II. Knowledge, Data, People & Funding**

Sub-Clusters: Governance, funding & cooperation, people & expertise and data, innovation & technology



*In order to be more efficient and better prepared...*

- ❑ **To what extent should EFSA invest on:**
  - i) **new approaches and methodologies?**
  - ii) **big data analytics and AI?**
  - iii) **crowdsourcing and wide expertise?**
  - iv) **capacity-building and knowledge sharing?**

### **III. Society and Risk Communication**

Sub-Clusters: Communication & Engagement

*In the context of 178 request to develop a general plan on Risk Communication...*

- ❑ **To what extent should EFSA engage and communicate with different target audiences and leverage on social science insights?**

#### **Public Session**

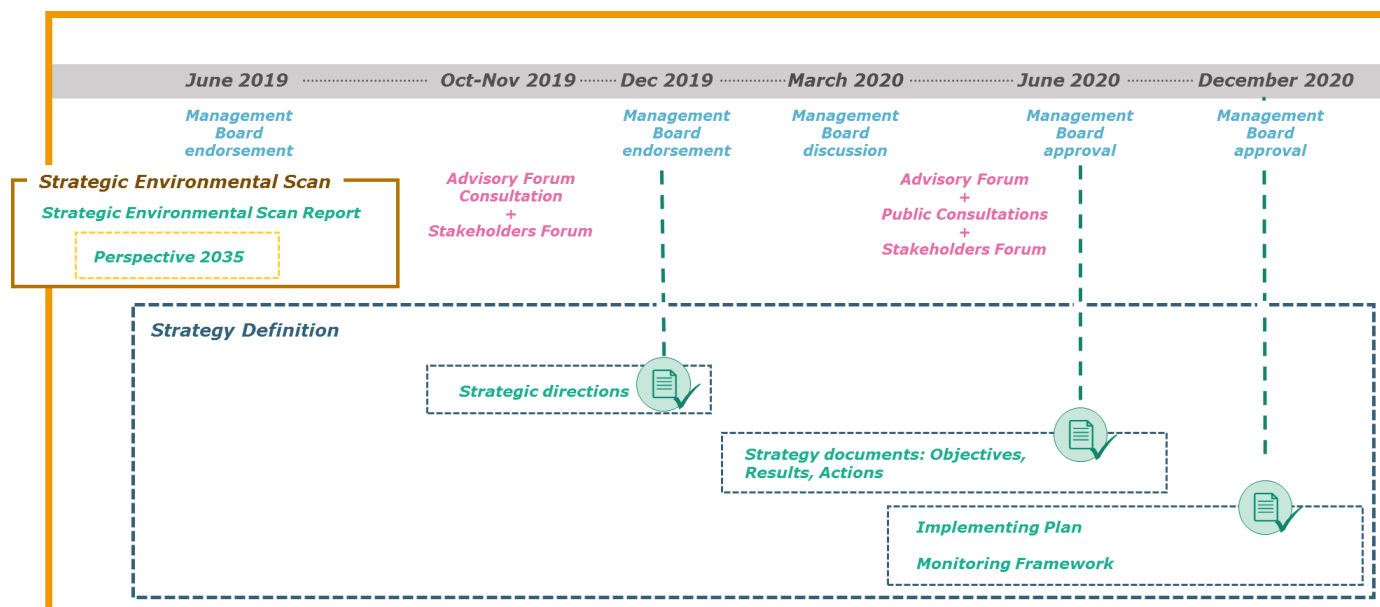
##### **Workshop debriefing and strategy definition plan endorsement**

**19.06.2019**

*Objective 2: Present the strategy definition approach and next steps, to be endorsed by the Board; debrief on the main outcomes from the workshop followed by a short discussion.*

## **4 Next Steps**

The immediate **next steps consist of drafting Strategic Directions to be discussed with the Board at its meeting on December 2019**; the figure below summarises the whole process in the definition of EFSA's strategy 2021-2027, including the proposed interactions with the Board, EFSA's targeted consultations with the Advisory and Stakeholder Forums, and its planned consultation with the public at large.



## 5 Material Provided

Perspective 2035  
Environmental Scan Report