

Programming document 2016 - 2018

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Committed to ensuring that Europe's food is safe

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List of Acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
AHAW Panel	EFSA Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
ANS Panel	EFSA Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
CEF Panel	EFSA Panel on Contact Materials, Enzymes, Flavourings and Processing Aids
COMMS	EFSA Communications Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
DATA	EFSA Evidence Management Unit
DG SANTE	Directorate General for Health and Consumers
DOI	Declaration of Interest
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemical Agency
EEA	European Environment Agency
EMA	European Medicines Agency
ENP	European Neighbourhood Policy
EU	European Union
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 & Packaging Unit
FTE	Fulltime staff equivalent
GMO	EFSA Genetically Modified Organisms Unit
GMO Panel	EFSA Panel on Genetically Modified Organisms
HUCAP	EFSA Human Capital & Knowledge Management Unit
IAS	Internal Audit Service of the European Commission
IT	EFSA IT Systems Unit
LRA	EFSA Legal and Regulatory Affairs Unit
MB	EFSA Management Board
MRL	Maximum residue level

NDA Panel	EFSA Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
OD	Organisational development Project
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and Their Residues
PRAS	EFSA Pesticides Unit
RASA	EFSA Risk Assessment and Scientific Assistance Department
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RESU	EFSA Resources and Support Department
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SOP	Standard Operating Procedure

Mission Statement

EFSA contributes to the safety of the EU food and feed chain by:

- providing EU risk managers with comprehensive, independent and up-to-date scientific advice on questions linked to the food chain;
- communicating clearly to the public on its outputs and the information on which they are based;
- cooperating with interested parties and institutional partners to promote coherence and trust in the EU food safety system.

Section I – General Context

The main challenges that EFSA expects to encounter between now and 2020 –requiring a set of actions and considerable resources – are summarised below.

Meeting demands for, and reaping the benefits of, greater transparency and openness

Openness and transparency are fundamental aspects of EFSA's work and are enshrined in the Authority's founding regulation. Demand from stakeholders for more openness and transparency has been increasing – as shown for example by the number of requests for access to documents – and is expected to grow even more in the next five years. These demands relate both to the process of scientific risk assessment and the underlying methodologies and data.

Ensuring the efficient operation of the agency's activities

Over the coming years EFSA will have to continue to execute its core and supporting activities in line with EU legislation. This will be all the more challenging as the agency's resources are becoming scarcer; staffing over the period is being reduced in line with European Commission and European Parliament requirements whereas the budget will at best remain stable over the next five years. At the same time there is an increasing demand for additional services – particularly from applicants – as well as for more self-tasking on general health priorities.

Emergence of new risks and hazards, requiring complex food safety questions to be answered at short notice

Demographic changes – an ageing population, increasing migration flows etc – and changes in consumer attitudes and behaviour towards food and nutrition will lead to further diversification of diets in Europe. Demographic changes will also pose challenges to global food security and the closely related issue of food waste, which in turn will raise questions with regards to the interface between these and food safety. New technologies – biotechnology, nanotechnology, GMOs etc – will continue to be introduced into the food chain. Climate change and environmental pollution are expected to increasingly affect the safety of our food chain.

As highlighted in the study commissioned by the European Commission on future scenarios for food safety and nutrition, these changes and trends will increase the need for data, methodologies, analyses and scientific advice on complex food safety questions.

Evolving scientific knowledge (information, data, expertise) creating the demand for innovative and collaborative approaches

EFSA does not primary generate new evidence but rather works on existing evidence that has been developed by other bodies (research centres, universities and others) for carrying out its risk assessments and other scientific analyses. It will be increasingly important for EFSA, the EU and the international risk assessment community to seek partnerships with relevant stakeholders, such as research bodies, risk managers and funding agencies. Scientific knowledge is evolving, with information and data becoming available on an increasingly global scale. The challenge for EFSA is to monitor new scientific developments and to take increasingly large data sets into account for its scientific assessments to ensure its work continues to reflect the newest scientific evidence and approaches available.

The impact of globalisation

We face an increasingly globalised trade in food and feed products, and thus a more complex food supply chain. The future of EU food safety and nutrition will depend increasingly on the actions of other global players – trade blocs, nation states or multinational companies – and the extent to which cooperation can be achieved on setting common standards and enforcing them throughout the food chain. In this scenario, the EU will need to ensure that existing high standards of food safety are maintained or improved.

Section II – Multi-annual programming 2016-2018

1. Strategic objectives

To anticipate these challenges and opportunities, EFSA works within three overarching strategic objectives. These are:

Fit for purpose: Increase usefulness to risk managers in their quest for food safety and provide applicants with a more efficient and predictable regulatory environment.

Sustainability: Step up cooperation with national food safety agencies, European bodies and international organisations to build an EU risk assessment community with a common agenda and streamline EFSA processes.

Trust: Incorporate transparency and openness into our scientific work and engage with society to increase trust in the EU food safety system.

These strategic objectives guided EFSA's programming in 2014 and 2015 while preparing for the next strategic planning cycle 2016-2020. Following public consultation and review by EFSA's Management Board during Q1 2016 EFSA's updated strategic objectives and programming supporting EFSA Strategy 2020 will be published. The programming document 2017-2019 will reflect the new strategic objectives and outcomes. These will be fully articulated in the final strategic plan which will be published during Q2 2016. Should there be any material variation in 2016 programming, as a result of the strategic planning, an update of the 2016-2018 plan will be submitted to the EFSA Management Board.

2. Multi-annual Programme 2016-2018

2.1. Portfolio of multi-annual projects

EFSA has responded to the challenges ahead, which impact on our scientific core business, by designing an integrated portfolio of projects.

The portfolio represents approximately 10%-12% of EFSA's resources. It is therefore imperative to monitor our success in meeting annual performance and quality targets.

To this end, EFSA has implemented programme and project governance:

- Previously autonomous projects have been consolidated into multi-annual programmes to coordinate and align all the projects handling information and expertise in EFSA; these projects are identified in this document under the heading "information management programme" and "expertise management programme".
- Quarterly review of the portfolio ensures projects stay aligned with strategic objectives.

Each project covers one or more aspects of the strategic objectives, and together they maximise the strategic fit of the multi-annual programme:

- Increase usefulness to risk managers.
- Provide applicants with greater efficiency.
- Streamline EFSA's processes.
- Step up collaboration.

- Create a common risk assessment agenda with Member States.
- Incorporate transparency.
- Engage with society.

As previously mentioned, the preparation of EFSA's 2016-2020 strategy is in progress and could set new objectives for which multi-annual programmes may have to be refocused. In preparation of this Programming Document, the multi-annual portfolio has been compared to the new strategic objectives that were endorsed by the EFSA Management Board in September 2015. Alignment was ensured at this stage even though the timing or fine-tuning of the portfolio may be required during 2016. As of November 2015, no material impact to the 2016 work programme can be identified and confirmed, although multi-annual plan changes will be presented through the EFSA 2020 strategic plan and the following 2017-2019 programming document.

2.1.1. Multi-annual projects improving EFSA's fitness for purpose

This section of the portfolio will help risk managers secure food safety for the European citizens and provide applicants with a more efficient and predictable regulatory environment.

PROMETHEUS

The PROMETHEUS project (Promoting Methods for Evidence Use in Science) aims to define principles, processes and methods for the use of evidence in scientific assessment. The project will critically evaluate available methods to fulfill these principles (e.g. collecting, validating and integrating evidence, ensuring transparency, data accessibility) and will identify the need for EFSA to define or refine specific methodologies.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none"> ■ Gap analysis completed for both regulated and non-regulated products (as-is) 		

MATRIX – INTERACTION WITH APPLICANTS

The European Parliament and the European Commission have expressed the need for improved interaction between EFSA and applicants. The MATRIX project (part of the Information Programme) aims to provide applicants with a more efficient solution for regulated products applications by improving the process, particularly the management of the application lifecycle and digital dossiers as well as the support to the risk assessors and integration with the Scientific Data Warehouse of EFSA.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none"> ■ 10% reduction average time of processing an application ■ Digital dossier management solution and pilot of the regulated product work flow 	<ul style="list-style-type: none"> ■ Automation of regulated product workflows for a first set of areas 	<ul style="list-style-type: none"> ■ Automation of regulated product workflows for the remaining set of areas ■ Support to risk assessment process and connection to the Scientific Data Warehouse for completion in 2019

EFSA INFORMATION GOVERNANCE

EFSA's context, strategic objectives and strategic projects recognise the need for management of EFSA's accumulated data as a strategic asset of the Union.

Increasing transparency, access, collaboration and usefulness of the data to all stakeholders requires a structured approach.

In 2014, EFSA undertook a review of its data management practices and started drafting a roadmap to guide the evolution of those practices.

Subsequently collaboration with the EU ISA2 programme (please see www.ec.europa.eu/isa/isa2) has been established in 2015 aiming at guaranteeing EFSA ability to provide fully interoperable public services in line with EC defined standards.

The Information Governance Project (part of the Information Management Programme) aims to set up an organisation-wide information governance by defining roles, responsibilities, authorities and accountabilities for the complete information lifecycle, assign the roles to individuals and set-up the process for executive oversight. It includes the processes, roles and policies, standards and metrics that ensure the effective and efficient use of information in enabling the organization to achieve its goals.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none">■ Interoperability with major data collections in the EFSA's scope■ EFSA adopts Information Architecture in line with ISA2 Standards (EIRA)■ Interoperability infrastructure in place, including S.O.A. (service oriented applications) and Enterprise Service Bus■ New Identity Repository in place for users and user groups authentication, including extended security life cycle■ Chemical Hazard Database metadata published in the EU Open Data Portal (as a pilot)■ Generation of DATA DOI process discussed and drafted in collaboration with OP	<ul style="list-style-type: none">■ Identification and authorisation management in place. Full user and user groups management in place■ Corporate Information Governance established and embedded in EFSA Governance■ Initial EFSA's Data Collections metadata published in the EU Open Data Portal and in accordance with the EFSA DWH Access Rules■ DATA DOI pilot concluded	<ul style="list-style-type: none">■ Remaining EFSA's Data Collections metadata published in the EU Open Data Portal in accordance with the EFSA DWH Access Rules■ DATA DOI generation operational

QUALITY CERTIFICATION

Quality certification aims to achieve compliance of EFSA's quality management system with the international standard ISO 9001 for all EFSA. This certification, benchmarked with other regulatory institutions and European agencies, provides improved auditability and assures

stakeholders of the predictability and fitness for purpose of EFSA's services. In November 2015, an independent assessment of the existing Quality Management System was carried out. The assessment report is being considered to fine-tune the plan for obtaining the ISO 9001 certification.

TARGET 2016	TARGET 2017	TARGET 2018
■ ISO 9001 compliance for enabling activities	■ EFSA is ISO 9001 certified	

2.1.2. Multi-annual projects improving EFSA's sustainability

This part of the portfolio focuses on increasing the utility of information and expertise while at the same time streamlining internal processes.

SCIENTIFIC DATA WAREHOUSE (DW) AND OPEN DATA INITIATIVE

The aim of the project (part of the Information Programme) is to create a pan-European data hub for data collection, access and analysis, serving EU Member States and scientific experts who require improved access to information systems and data to enable their work in panels. The project was expanded in 2014 to include molecular typing data for isolates from food, feed, animals and environmental samples. The project will eventually expand to include interactive engagement with open data standards.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none"> ■ Scientific DW finalised and integrated in the EFSA website (Chemical Hazard DW including pesticides and contaminants; Food Composition DW operational; Ad-hoc Data Collections DW operational; Molecular Typing DW operational) ■ Molecular typing Data Collection operational and joint analysis with ECDC in place ■ Veterinary Drug Residues DW operational ■ Chemical Monitoring data published in the IPCHEM platform in accordance with the EFSA DW Access Rules 	<ul style="list-style-type: none"> ■ Open data framework defined 	<ul style="list-style-type: none"> ■ EU Open data portal ■ Data Digital Object Identifier (DOI) available and linked to the EFSA Journal outputs

OPEN ADVANCED SCIENTIFIC INFORMATION AND EVIDENCE HUB – OPEN SCAIE

The project (part of the Information Programme) will provide access to the scientific information needed for evidence-based risk assessment, such as peer and non-peer reviewed documents, mathematical models and data. Such access will improve the efficiency of the risk assessment process for the community of experts.

TARGET 2016	TARGET 2017	TARGET 2018
■ Repository for peer and non-peer reviewed documents developed	■ Portal and advanced search functionalities developed	

TALENT MANAGEMENT

EFSA is taking a strategic approach to its workforce requirements with an emphasis on attracting, developing and rewarding staff and scientific experts: To achieve this an Expertise Management Programme has been established including the Talent Management Project. The project scope includes the revision of the staff and expert life cycle to bring it in line with good practice, supported by best-of-breed technology. The aim is to reinforce the perception of EFSA as an attractive place to work and thus improve the quantity and quality of prospective staff and experts. In part, the project also improves the usability and integration of the various information technology solutions which scientific experts use in their work with EFSA.

TARGET 2016	TARGET 2017	TARGET 2018
■ Time to hire reduced by 10% ■ Cost to hire reduced by 10% ■ Expert engagement ratio of 70%	■ Time to hire reduced by 20% ■ Cost to hire reduced by 30% ■ Staff engagement ratio of 75%	■ Ratio between e-learning and classroom trainings increased to 50/50 ■ Paper for statutory rights and obligations processes reduced by 80% ■ Process time for statutory rights and obligations reduced by 50%

STEP 2018

This project has already improved efficiency and compliance in transactional processing through centralisation. The project continues in 2016-17 in order to implement sourcing, strategy building, planning, analysis, monitoring and reporting.

TARGET 2016	TARGET 2017	TARGET 2018
■ New strategic planning and controlling function operational ■ 75% of staff dedicated to operational activities	■ Ex-post evaluation completed ■ 75% of staff dedicated to operational activities	

2.1.1. MULTI-ANNUAL PROJECTS IMPROVING TRUST IN EFSA

This section of the portfolio focuses mainly on incorporating transparency into EFSA's scientific work and increasing engagement with society with the ultimate goal of enhancing trust in the EU food safety system.

TRANSPARENCY AND ENGAGEMENT IN RISK ASSESSMENT – TERA PROJECT

The project aims at enhancing the openness and transparency of EFSA's operations (two core values of EFSA since its creation). It designs the framework for the transformation of EFSA into an Open Science organisation.¹ In the context of transparency EFSA will also review the design of its independence policy to promote its capacity to ensure independent scientific decision-making that is trusted.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none">■ Open EFSA Roadmap implemented 50%■ Independence Policy revised and adopted by MB	<ul style="list-style-type: none">■ Open EFSA Roadmap implemented■ New Independence Rules implemented	

EFSA JOURNAL REDESIGN

The EFSA Journal provides open access to EFSA's risk assessments and scientific outputs within a framework that is meaningful for its scientific experts and staff, and that ensures effective dissemination. The aim of the project is to partner with a professional publisher to improve the editorial quality and accessibility of the scientific outputs and increase the reach and visibility of the Journal content.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none">■ Indexing of the Journal in the key bibliographic databases enhanced■ New editorial workflow embedded into the scientific unit workflows■ Migration and conversion of EFSA outputs to the new publisher platform	<ul style="list-style-type: none">■ Application for inclusion of EFSA Journal in Medline/PubMed	<ul style="list-style-type: none">■ Integration with data DOI and Open SCAIE

¹ <http://www.efsa.europa.eu/en/corporate/doc/openefsadiscussionpaper14.pdf>

ONLINE PRESENCE DEVELOPMENT

EFSA will improve accessibility to data and information and the clarity of risk communication by means of website content redesign, improved accessibility, meeting target needs and integrating social media channels.

TARGET 2016	TARGET 2017	TARGET 2018
<ul style="list-style-type: none">■ Increase use, reach and satisfaction (baseline to be set)■ Feasibility study on Collaboration, Web 2.0, crowdsourcing applied to EFSA	<ul style="list-style-type: none">■ 10% increase use, reach and satisfaction■ Projects following feasibility study	<ul style="list-style-type: none">■ TBD■ TBD

2.2. Core operations (scientific, communication and support activities)

EFSA's mission is to provide scientific advice and support in all fields which have an impact on food and feed safety and to communicate and provide information on risks for consumers.

As well as its rolling, multi-annual projects described above, EFSA has to anticipate new demands and trends that will impact on the core activities of its work. The core operation multiannual work programme is presented below.

2.2.1. Scientific advice (Activity 1)

EFSA's Scientific Committee will continue its work on the development and harmonisation of cross-cutting guidance and methodologies, while continuously supporting the European Commission and Member States through scientific advice. This will include guidance on the use of a weight-of-evidence approach for risk assessment (expected in 2017), the integration of biological relevance for toxicological risk assessment (expected in 2016), harmonised methodologies for the characterisation of uncertainties (expected in 2016) and environmental risk assessment (envisioning phase).

The Authority's multi-annual focus for Activity 1 over the period 2016-2018 by scientific area covers:

- **Animal health and welfare:** disease categorisation; newly identified risks and outbreak preparedness; risk profiling for introduction and spread of vector borne diseases; animal welfare indicators for farmed animals.
- **Plant health:** pest risk assessment of regulated organisms; newly identified risks and outbreak preparedness, e.g. *Xylella fastidiosa*.
- **Biological hazards:** assessing risks regarding food hygiene, antimicrobial resistance, transmissible spongiform encephalopathies, *Listeria monocytogenes* in ready-to-eat foods, food borne viruses as well as antimicrobial resistance (AMR). Application of new methodologies (whole genome sequencing) for risk assessment.
- **Antimicrobial Resistance (AMR):** assessment of the food chain contribution to public health risks arising from AMR in biological hazards and identification of control options, harmonization of monitoring and reporting of AMR in veterinary and zoonotic pathogens, annual EU summary reports on AMR in zoonotic agents in collaboration with ECDC, integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC.

- **Contaminants:** environmental contaminants in food and feed, including possible self-tasks on heavy metals, process contaminants in food, non-allowed pharmacologically active substances in food of animal origin, mycotoxins and natural contaminants in food and feed, detoxification of contaminants in feed.
- **Preparedness for Crisis:** operate a training programme on crisis preparedness involving EFSA staff, MSs, EC, European agencies and international organisations.

Another important initiative is the development of methodologies for the identification of emerging risks and emerging science. The development of methodologies enabling backward and forward traceability of foods following and food borne outbreak will be a focus in 2016–2018. EFSA has also put in place a project dedicated to developing a multidisciplinary approach to the risk assessment of honeybees.

The EFSA Panels with a remit on general risk assessment issues (Animal Health and Welfare, Plant Health, Biological Hazards and Contaminants) will propose self-tasking initiatives to advance the risk assessment science in their respective fields. They will also address issues identified by Member States via their respective scientific networks. Scientific advice in the above areas will continue to be provided in the form of rapid risk assessments during emergencies in cooperation with ECDC when appropriate.

2.2.2. Evaluation of regulated products (Activity 2)

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. The early involvement of stakeholders in the guidance development, through various means (e.g. pilot focus group for the development of guidance documents, concept paper before updating/developing guidance) and clarifications on existing guidance documents via webinars and info sessions will increase clarity about data requirements and scientific evaluation by EFSA.

A total of 304 application submissions for food enzymes has been submitted to the EC. A multi-annual work programme 2016-2021 will be established together with the EC to assess the dossiers received. The ANS Panel has reviewed its working methods to increase efficiency in handling the re-evaluation of 300 food additives and colours by 2020. Regarding pesticides the main focus will be on cumulative risk assessments and residue definition, and on environmental assessments covering aquatic and terrestrial ecosystems. The scientific assessments proposing Maximum Residue Levels will be complemented by the publication of evaluation reports prepared by Member States.

EFSA will face a substantial increase in the workload on novel foods when the new novel foods regulation will come into effect. The new regulation envisages, a.o., a centralised risk assessment for all applications and a notification procedure for traditional foods from third countries. EFSA will, therefore, need to have clear and transparent guidance in place. With the implementation of the regulation on foods for special medical purposes, the NDA Panel expects to evaluate applications in this area from 2016 onwards.

Risk assessment of GMOs will increasingly involve evaluation of all hypothetically possible sub-combinations of multiple-stack events. This requires the development of risk assessment strategies. In addition, guidelines for the risk assessment of GMOs at low level presence will be developed.

It is expected that the majority of the re-evaluations for feed additives will be finalised during 2016 and the first dossiers for the renewal process should also be received.

EFSA expects to continue delivering evaluations of alternative treatments for animal by-products and on decontamination substances for food of animal origin.

EFSA will dedicate increasing resources over the period 2016-2018 to progressively decrease the

number of on-going evaluations. This will also help eliminate the backlog of outstanding reviews of existing MRLs for all active substances by 2020.

EFSA will continue to streamline administrative procedures associated with applications, from receipt to adoption. It will take additional steps to improve interaction with applicants, to ensure a high level of fairness and accountability in the operations that affect third parties and to simplify the application workflows.

2.2.3. Data collection, scientific cooperation & networking (Activity 3)

Each year EFSA relies on more than 1,500 scientific experts for the development of its scientific advice. To maintain and regenerate this pool of experts EFSA must invest in cultivating knowledge and expertise in the European risk assessment community. This cooperation activity supports the building of an EU risk assessment agenda with institutional partners, in particular Member States.

Activities these years are guided by a scientific cooperation roadmap developed in 2014 leading the way to a common EU risk assessment agenda to improve the use of Europe-wide capacities, the efficient spending of limited resources and more coherent communications. Adoption of the EU Risk Assessment Agenda will provide a new *modus operandi* for the Advisory Forum to agree on common priorities for cooperation with other Member States. Identified priorities will be followed up by joint projects potentially supported by grants from EFSA or resources identified through other European funding schemes.

Cooperation with reporting Member States is also crucial in producing factual, scientific annual data collection reports on, in zoonotic agents, Transmissible Spongiform Encephalopathies (TSE) which is a new activity, food borne diseases, antimicrobial resistance, pesticides, veterinary drug residues but also on chemical occurrence, food consumption, chemical hazards and “ad hoc” reports to support exposure assessment and risk assessment across EFSA.

To ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation, EFSA works with other EU institutions, agencies and international bodies with a risk assessment mandate. The roadmap and the international multi-annual programme detail how EFSA increasingly works together with these bodies. New activities in this area include the ongoing harmonised data collection on the geographic distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean Basin, and the foreseen harmonised surveillance of disease in wildlife populations.

EFSA will continue to prioritise multi-lateral cooperation and increasingly liaise with the EU, Member States and international agencies, promoting harmonisation of methodologies and tools, and development of guidance. Important progress in stimulating the coherence with the EU and international partners in risk communications is expected through the creation of an international platform on risk communication. EFSA will also continue to advise international partners on the establishment of regional risk assessment structures in other regions of the world such as in South-East Asia (ASEAN), Africa, the Gulf Countries, South and Latin-America.

2.2.4. Communication & dialogue (Activity 4)

Through its risk communications activities EFSA seeks to raise awareness and explain the implications of its scientific work. EFSA aims to provide appropriate, consistent, accurate and timely communications on food safety issues to all stakeholders and the public at large, based on its risk assessments and scientific expertise.

During the period 2016–2018, communications will continue to be tailored and focused on the impact of EFSA’s work on human health, animal health and the environment. EFSA will focus on strengthening clarity and improving information delivery; better understanding and meeting target audience needs; building awareness, understanding and recognition of EFSA in the EU and beyond; promoting coherence in risk communications with the EU and international partners;

increasing transparency, openness and stakeholder dialogue; developing tools to systematically monitor users' expectations and satisfaction.

A new attitude 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 initiative will also be supported by the re-launch of the EFSA website and rebranding. Communications will build on the progress made in 2013–2014 in the areas of multimedia and social media, using tools such as interactive infographics and Twitter accounts to make the EFSA's work more accessible and comprehensible to different audiences.

External Relations will ensure effective liaison with the European Commission, the European Parliament and the Council of the EU to respond to their needs and expectations as policy-makers and budgetary authorities. In light of efforts to improve transparency in EFSA's risk assessment, engagement will continue to be central to stakeholder initiatives in 2016–2018. The Authority will refresh the way it interacts with stakeholders, which may include the introduction of a system of accredited stakeholders and the organisation of an annual stakeholder day, among other initiatives.

2.2.5. Governance, support and coordination (Activity 5, 6 & 7)

EFSA will implement the centralisation of the screening of Declarations of Interest by the end of 2016 (a pilot is currently being implemented).

The support services will evolve to focus on internal customer needs, market standards and the definition of service level agreements. In particular Human Resources aims to complete its transition to a three-legged organisational model (centre of expertise/transaction services/business partnership) by the end of 2017. Finance will focus on transitioning from centralisation to a shared services model.

The majority of IT resources during the period will be dedicated to support the transformation projects described in paragraph 2.1. IT is focused on improving business alignment. Its multi-annual improvement programme will raise the quality of project and service delivery to best-in-class benchmarks, improving its outsourced supply chain and modernising IT infrastructure while containing or reducing the unit cost of services.

3. Human and financial resource outlook for the years 2016-2018

The EU multiannual financial framework for 2014–2020 translates the political priorities of the Union into financial reality. The outcome for EFSA considered as a "cruising speed" agency, is a reduction of 2% per year of posts as per establishment plan over the period under consideration, meaning a reduction of seven posts per year over the next three years. The EFSA budget will remain stable at around EUR 79.6 million over the period under review.

The resource allocation for the period 2016–2018 respects the following main drivers (for details please see Appendix C):

- Reduction of establishment plan by seven posts per year.
- A most likely stable EFSA budget (with a stable Personnel budget due to the salaries rise compensating the reduction of the establishment plan).
- Stable investment in transformation projects of approximately 10–12% of the overall EFSA budget. The main areas of investment, to be reviewed in agreement with the Strategy Implementation Plan currently under development, are the ones for which EFSA has established programmes: Information Management and Expertise Management.

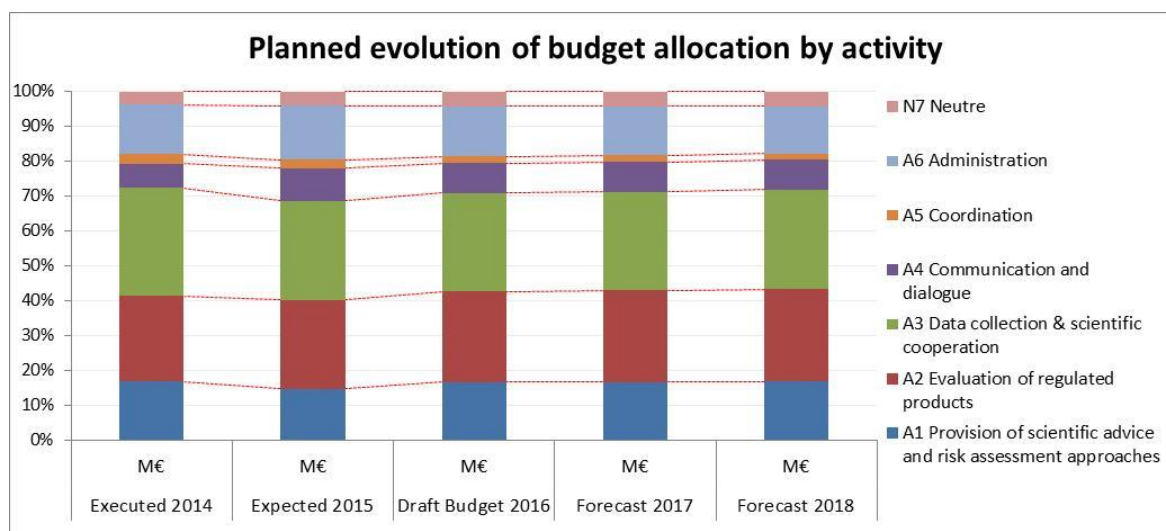
- Reallocation of efficiency gains generated in the area of governance, support and coordination (from: reorganisation of activities in the planning and monitoring and finance area, centralisation of travel arrangements for experts) to EFSA's operational activities (Activities 1 to 4). Gains generated in the operational activities are reinvested in the same area (from: Information Access Management, Scientific Data Warehouse).
- Maintenance of a relative stability of resources allocated to Activities 1 in 2016 and in the following years, as the number of mandates in the area of the Provision of scientific advice and risk assessment approaches is expected to remain relatively stable over the years at an average of approximately 70 mandates per year.
- The workload in the area of evaluation of regulated products has increased over time. EFSA received a large number of applications relating to health claims and the re-evaluation of MRLs for pesticides between 2008 and 2010. This generated a large backlog of evaluations which is progressively being reabsorbed through re-prioritisation of activities and transfer of resources from Activity 1 and 3. The transfer of resources to the regulated product area will continue for the years 2016-18 at a reduced pace, as the number of incoming mandates has stabilised since 2011 and the additionally hired seven short-term contract agents will continue to reduce the backlog.

The anticipated evolution of staff and budget allocations for the period 2016–2018 is presented in appendix A, tables 12 and 11, respectively. The graphs in figures 1 and 2 represent the relative allocation of resources to the total of EFSA staff and budget.

3.1. Resource programming for the years 2016-2018

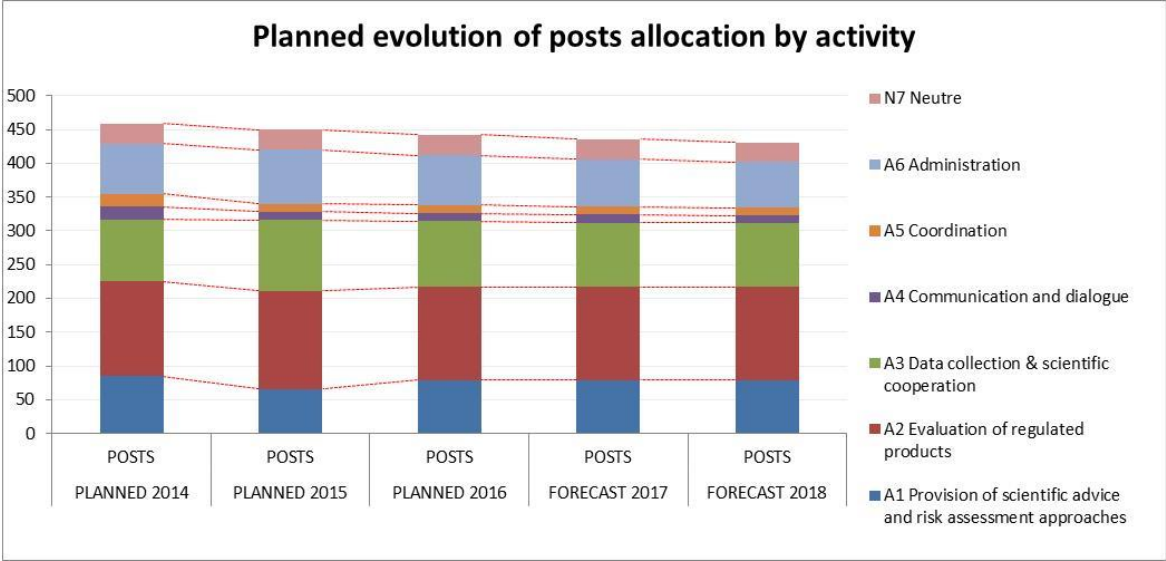
3.1.1. Financial resources

The table below shows the forecasted distribution of the financial resources by activity in the period 2016-18.



3.1.2. Human resources

The table below shows the forecasted distribution of the human resources by activity in the period 2016-18.



Section III – Work Programme

Year 2016

1. Executive summary

2. Activities

2.1. Activity 1: Provision of scientific advice and risk assessment approaches

EFSA's Scientific Committee will finalise guidance on expression of uncertainty in risk assessment, and will continue to develop guidance on: weight of evidence and biological relevance; harmonising human dietary and non-dietary exposure assessment; assessing combined exposure to chemical hazards; and methodological issues in equivalence trials.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will continue working on mandates in the areas of: food hygiene, such as on food irradiation and food-borne zoonoses; Transmissible Spongiform Encephalopathies/Bovine Spongiform Encephalopathy (BSE) and antimicrobial resistance (AMR); and revision of the Quantitative Risk Assessment of BSE by processed animal proteins. It will further develop multisectoral opinions on AMR in collaboration with other Panels (FEEDAP, AHAW, CONTAM) and other EU agencies (EMA).

In the area of food hygiene, the BIOCONTAM Unit and BIOHAZ Panel will provide generic scientific opinions on the hazard analysis with Hazard Analysis and Critical Control Points (HACCP) in small retail enterprises. Self-task mandate of the BIOHAZ Panel will provide advice in the areas of *Listeria monocytogenes*, microbiological criteria and food borne viruses such as hepatitis E (HEV) and norovirus.

The CONTAM Panel, supported by the BIOCONTAM Unit, will issue opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed (dioxins, perfluoroalkylated substances, chlorinated paraffins). The Panel will provide outputs on detoxification of contaminants in feed, mycotoxins and natural toxins in food and feed, pharmacologically active substances in food of animal origin and process contaminants (for example, furans).

The PLH Panel, supported by the ALPHA Unit, will provide peer review of pest risk assessments and other justification documents prepared by third parties in EU Member States. It will further provide risk assessment on *Xylella fastidiosa*, including biology, epidemiology, and identification of knowledge gaps and research priorities. Continuing the implementation of the 2014 work plan, the panel and unit will provide risk assessment of seven plant pests and review literature on citrus black spot.

Requests from the Commission related to the categorisation and prioritisation of animal diseases in the context of the new animal health law are expected in 2016. The AHAW Panel, supported by the ALPHA Unit, will provide output on animal welfare at the time of slaughter, and review scientific updates on the main stunning methods. The panel will further provide output on diseases depending on the disease context and disease categorization in the context of the Animal Health Law. The unit will also continue support related to outbreaks of African Swine Fever.

The NDA Panel, with support of the Nutrition Unit will finalise the scientific advice on dietary reference values for minerals and vitamins and guidance for claims and novel foods.

A reduction of the number of outputs adopted by the NDA Panel is expected in 2016 with the conclusion of the work on dietary reference values. The NDA Panel will provide general advice related to dietetic products, such as baby foods.

The SCER Unit, while continuing work on emerging risks and crisis preparedness, will maintain its focus on the multi-functional bee health project. It will further deliver guidance on biodiversity and ecosystem services, defining protection goals for EFSA environmental risk assessment.

Additional guidance documents of the unit include those on use of the benchmark dose approach in risk assessment, on exposure to chemical mixtures, and guidance on uncertainty. It will further provide exploratory work in the area of epigenetics.

The AMU Unit will continue development and innovation in methodology, including a strong focus on the PROMETHEUS project described in the multi-annual programme. Additional support to scientific risk assessment will be provided by AMU through algorithmic tools and methodological approaches to Expert Knowledge Elicitation (EKE), Traceability and Machine Learning amongst others.

To better monitor the delivery of its work programme EFSA has established targets for the number of scientific outputs to be adopted (scientific opinions of Scientific Committee/Scientific Panel and other scientific outputs of EFSA) and also for the number of technical reports to be finalised.

Table 1: Key performance indicators for Activity 1

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Ensure effective delivery of work programme	Number of scientific outputs adopted ^(a)	104	86	49
	Number of technical reports finalised ^(b)	-	-	22
Improve the timeliness of scientific advice^(c)	Proportion of scientific outputs/questions ^(a) adopted within deadline	98%	100%	100%
Ensure full compliance with EFSA's Policy on Independence^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 1 committed/paid at year end	100%	100%	100%
		92.4%	90%	90%

(a) The number of questions and the number of outputs in Activity one is usually the same.

(b) Technical reports were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different activities (1, 2 and 3).

(c) Following the centralisation of part of the output editing activities and the externalisation to an external contractor of an additional support to the scientific units for the editing of the scientific outputs together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA Activities. Adoption timeliness is calculated excluding initial backlog.

(d) In 2014 the indicator was common to activities 1, 2 and 3 and is available in the AAR 2014.

Table 2: Resource allocation for Activity 1

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	MC	FTE ^(a)	MC	FTE ^{(a)(b)}	MC	FTE ^(a)
A1 Provision of scientific advice and risk assessment approaches	13.49	80	11.86	62	13.4	75
% Total EFSA	17	18	15	14	17	17

(a) Actual available FTE.

(b) The reduced direct allocation of human resources to Activity 1 results from the reallocation to Activity 3 of projects and processes in the area of data collection.

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix B – Table 17 for the complete list of process/project under Activity 1.

2.2. Activity 2: Scientific evaluation of regulated products

During 2016, and in anticipation of the MATRIX project described in the multi-annual programme, the APDESK Unit will facilitate electronic submission and large document exchange with applicants and Member States through temporary electronic solutions and procedure improvements. The unit will continue to roll out webinars on regulated product processes. It will also run customer satisfaction surveys necessary for the improvement of EFSA services, such as the identification of targeted actions for small and medium enterprise applicants.

The CEF Panel, supported by the FIP Unit, will work on the evaluation of food enzymes in line with its guidance which will be updated for exposure assessment methodology and in accordance with the multiannual workprogramme to be agreed with the European Commission in 2016. It will also work on the remaining food flavourings present in the Union list, for which additional data has been requested, and will assess new applications for flavouring substances not in the list. In the area of additives and monomers for plastic materials and articles in contact with food, along with the relatively stable annual number of dossiers, some additional applications for the use of substances in nano form can be expected. New applications for active intelligent packaging may be received in 2016. The revised guidance on food contact materials is expected to be finalised by the end of 2016. With the aim to ensure that the CEF Panel and its working group will be fully prepared to engage in a re-evaluation of the safety for consumers of Bisphenol A (BPA) when the 2-year ongoing National Toxicology Programme (NTP) study report becomes available in 2017-2018, the FIP Unit will start to perform preparatory work.

The FEEDAP Panel, supported by will the FEED Unit, will significantly reduce the number of on-going dossiers on the re-evaluation of existing feed additives programme and will work on the assessment of new feed additives, new uses of existing feed additives and modification of existing authorisations.

The FEED Unit will also significantly reduce the number of on-going dossiers already submitted. It should be noted, however, that EFSA expects to receive the first dossiers for the decennial authorisations renewal process in 2016. A multiannual plan for the revision of all guidance documents used in the feed additives area will be undertaken as of 2016 and likely be finalized by end 2017.

The ANS Panel, supported by the FIP Unit, will continue with the re-evaluation programme of food additives, in particular focusing on the evaluation of gums and starches. The Panel will continue the assessment of new food additives, as well as the extension of use or change in specifications of already authorized food additives. The Authority expects that new guidance on nutrient sources will be adopted by the ANS Panel in 2016. The unit will continue to perform preparatory work and launch calls for data for food additives in infant formulae, dietary foods for infants for special medical purposes and special formulae for infants and food additives for use in food supplements for infants and young children.

The GMO work programme for 2016 includes the evaluation of applications for the use of genetically modified organisms in food and feed as well as their use for cultivation. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago.

An area of focus for the GMO Unit is the guidance on allergenicity assessment of genetically modified plants, which will include a dedicated stakeholder workshop, and guidance on low level presence of GMOs.

The NUTRI Unit will support the NDA Panel to update guidance documents related to health claim applications. Panel and unit will continue work to evaluate health claim applications and finalise the scientific advice on dietary reference values. The unit will also continue safety evaluation of novel food applications, and finalise the guidance documents for novel food applications and for notifications on traditional foods from third countries under the revised Novel Foods Regulation.

The PPR Panel and the PRAS Unit will continue with the third renewal group (AIR-III) of active substances for the EFSA peer-review, and complete several public consultations on PPR scientific opinions and guidance documents. The unit will further follow up on the EFSA/WHO/FAO workshop on consumers' acute exposure assessment for pesticides residues. It will start the creation of a database summarising the list of endpoints of active pesticides substances assessed by EFSA, which will, in the future, be linked with EFSA's data warehouse.

In the PRAS Unit, the reduction of the backlog of MRL reviews will continue in line with the implementation plan. To this end, additional staff will be deployed in 2016 to support the unit. The current article 12 backlog (review of MRLs of all active substances) will be reduced by 15 % and for article 10 MRLs (setting of a new MRL or modification of an existing MRL) EFSA will meet the legal deadlines.

The yearly summary reports on pesticides residue analysis will be published on time. EFSA's approach to increase openness will be implemented in the MRL area with the publication of Member States' evaluation reports. Regarding the peer-review activities, 2016 will be a key year with EFSA's evaluation of the third list of renewals of active pesticide substances. In February 2016, the Authority will receive the data it procured on systemic pesticides (neonics) and will work on updating the bee guidance documents.

The BIOHAZ Panel is expected to receive requests for the evaluation of application dossiers on alternative methods for processing animal by-products as well as on the safety and efficacy of treatments to remove microbial surface contamination from foods of animal origin.

The ALPHA, DATA and AMU Units will provide cross-departmental support for the scientific evaluation of regulated products such as the review of plant health claims related to pesticides applications (ALPHA-PLH), the technical support to article 31 requests related to regulated products (AMU), and the assessment of the cumulative dietary exposure to pesticide residues (DATA).

Table 3: Key performance indicators for Activity 2

OBJECTIVE	INDICATORS	ACHIEVED 2014	PLAN 2015	PLAN 2016
Ensure effective delivery of work programme	Number of scientific outputs adopted	340	304	265
	Number of technical reports finalised ^(a)	-	-	47
	Number of closed scientific questions			410
	Reduction of the backlog of MRLs reasoned opinions (backlog elimination by end 2019)	288	274	237
Improve the timeliness of scientific advice^(c)	Proportion of scientific outputs adopted within deadline ^(b)	58% (77%)	90%	90%
	Proportion of scientific questions adopted within deadline ^(b)			90%
Ensure full compliance with EFSA's Policy on Independence^(d)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 2 committed/paid at year end	99.7%	100%	100%
		91.8%	90%	90%

(a) Technical reports were previously reported under Activity 3. From 2016 onwards technical reports are reported under the different Activities (1, 2 and 3).

(b) Excluding questions already overdue at the beginning of the year.

(c) Following the centralisation of part of the output editing activities and the externalisation to an external contractor of an additional support to the scientific units for the editing of the scientific outputs together with the management of the EFSA Journal, the publication timeliness targets monitored in the past years have been incorporated in contractual service level agreements that are not specific to the EFSA Activities.

(d) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

Table 4: Resource allocation for Activity 2

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	MC	FTE ^(a)	MC	FTE ^{(a) (b)}	MC	FTE ^(a)
A2 Evaluation of regulated products approaches	19.45	129	20.22	135	20.62	131
% Total EFSA	24	29	25	30	26	29

(a) Actual available FTE.

(b) The increased direct allocation of human resources to activity 2 for 2015 and 2016 is part of EFSA's efforts to reduce the existing backlog of open questions.

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix B – Table 18 for the complete list of process/project under Activity 2.

2.3. Activity 3: Data collection, scientific cooperation and networking

The year 2016 is a milestone year in the delivery of new capabilities for data collection and scientific collaboration. The Scientific Data Warehouse Project will complete its objective of delivering a single data hub and reporting facility for public access to European data, including zoonoses, pesticide residues, contaminants and food composition. The Molecular Typing Project, in collaboration with the ECDC, will extend the data collection and reporting capability to genotyping approaches to data collection and related studies. Furthermore, the Standard Sample Description 2.0 pilot with Member States will be in its second year and will provide input for the parallel pilot study to test the electronic data transmission of the new sample-based data collection of annual veterinary drug residues. The last phase of the EU Menu project will incorporate food consumption data collected from remaining countries. Finally, EU Summary Reports on zoonoses and food-borne outbreaks and on antimicrobial resistance will be produced

jointly the ECDC. A new report on the results of the monitoring of veterinary drug residues in food of animal origin in Member States will also be produced.

The year 2016 will also see the start of the Open Advanced Scientific Information and Evidence Hub Project (OPEN SCAIE) with the objective to develop search and access tools for peer-reviewed scientific literature.

The AHAW Panel, supported by the ALPHA Unit will cooperate with the Baltic States and Poland on African Swine Fever.

ALPHA will also support the PLH panel to develop an EU database of apple fruit pests and diseases, and complete a pilot project to support free trade agreements. Other highlights include media monitoring of plant health emerging risks in the MedSys platform developed by the JRC.

The DATA Unit will support the food classification and description system (FOODEX2) implementation, and provide scientific reports on non-dietary exposure (mapping out different approaches used to estimate non-dietary exposure to chemical substances in consumers). Additionally, the unit will set up a new data collection on TSE (transmissible spongiform encephalopathy) zoonosis.

The BIOHAZ Panel, supported by the BIOCONTAM Unit, will complete several ongoing procurement activities in the area of *Listeria monocytogenes* and drive thematic grants in the area of whole genome sequencing (WGS). Additionally the BIOCONTAM Unit will deliver BIOHAZ reports, notably the annual Joint EU Summary Scientific Reports of EFSA and ECDC on: trends and sources of zoonoses, zoonotic agents, and food-borne outbreaks; on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals in food (AMR) as well as the Annual report on TSE's. Other joint ECDC-EFSA technical reports includes a report on Rapid Assessment Outbreaks (ROAs)

The BIOCONTAM Unit will deliver the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products. It will also produce a study on combined bioaccumulation/toxicity on a broad mixture of mineral oil saturated hydrocarbons, as well as the occurrence in foods of tropane alkaloids, citrinin, beauvericin and enniatins.

In the area of emerging risks, data collection activities will continue on chemical mixtures, cyanobacteria toxins in food, and the identification of chemical substances of concern in the food chain using data from the REACH database. The Authority will also continue to manage outsourced projects on toxicity exposure to multiple chemicals in bees and on integrating toxicokinetics in chemical risk assessment. It will also conclude a grant-funded literature review on non-monotonic dose.

During 2016, EFSA will continue implementing its Scientific Cooperation Roadmap 2014–2016, exploring the use of additional grant schemes to stimulate projects between Member States to support fellowships, and will expand the use of thematic grants. To further strengthen partnerships, the Executive Director initiated visits to all EU Member States over a 3 year period. During these visits joint projects are agreed that allow Member States to take the lead on one or more priority topics with the support of EFSA, often in cooperation with other Member States. New training opportunities are materialising, most notably a new Fellowship programme with national food agencies to attract young scientists to the area of food risk assessment. The Advisory Forum (AF) operations have been reviewed through an on-line survey followed by in-depth interviews and breakout sessions at AF meetings. Recommendations from this review will be implemented to strengthen the strategic role of the AF in steering the EU Risk Assessment Agenda.

Table 5: Key performance indicators for Activity 3

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Ensure effective delivery of work programme	Number of scientific outputs/questions ^(a) adopted	13 ^(b)	2	6
	Number of technical reports finalised ^(c)	70	93	13
	Number of other publications (external scientific reports and event reports)	89	63	45
Improve the timeliness of scientific advice	Proportion of scientific outputs adopted within deadline ^(d)	85%	100%	100%
Ensure full compliance with EFSA's Policy on Independence ^(e)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	-	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 3 committed/paid at year end	-	100% 90%	100% 90%
Effective execution of grants and procurement programme	Proportion of original grants and procurement budget for Activity 3 committed/paid at year end	99.9% 95.4%	100% 100%	100% 100%

(a) The number of questions and the number of outputs in Activity 3 is usually the same.

(b) Following EFSA's project approach intermediate reports formerly counted as distinct outputs under activity 3 are now integrated into outputs of Activities 1 and 2.

(c) In 2015 event and technical reports linked to scientific cooperation activities and network annual reports were reported together. From 2016 onwards technical reports are reported under the different Activities (1, 2 and 3).

(d) Excluding questions already overdue at the beginning of the year.

(e) In 2014 the indicator was common to Activities 1, 2 and 3 and is available in the AAR 2014.

Table 6: Resource allocation for Activity 3

	EXECUTED 2014		PLAN 2015		PLAN 2016 ^(c)	
	MC	FTE ^(a)	MC	FTE ^{(a)(b)}	MC	FTE ^(a)
A3 Data collection & scientific cooperation	24.6	85	22.62	98	22.57	92
% Total EFSA	31	19	29	22	29	21

(a) Actual available FTE.

(b) The increased direct allocation of human resources to Activity 3 results from the reallocation of projects and processes in the area of data collection from Activity 1.

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix B – Table 19 for the complete list of process/project under Activity 3.

2.4. Activity 4: Communication and dialogue

Efforts will continue in 2016 to improve EFSA's approach to effective risk communications. Chief among these will be the creation of an international platform to discuss and exchange experience in risk communications.

Working in partnership with Member States, EFSA will deliver an expanded edition of the risk communication guidelines as well as a new initiative to develop guidelines on communicating in a crisis. It will also provide guidance on how to communicate on uncertainty as part of the new guidance on uncertainty in risk assessment to be finalised by EFSA's Scientific Committee.

A priority for 2016 will be the development of a project designed to increase EFSA's engagement with external stakeholders. This will focus on ensuring that the channels EFSA uses for engagement are relevant and useful to stakeholders and that relevant stakeholders are able to

interact with the Authority depending on their specific interests in its work. As part of this strategic initiative EFSA will develop a vision and roadmap for the development and use of modern and innovative web technologies and methodologies, including social media, digital mobilisation and online collaboration tools.

The next phase of a multi-year initiative to better understand the needs of EFSA's audiences will include research into how stakeholders perceive EFSA, with a view to establishing a reputation index for the Authority. Work in this area is designed to support EFSA's broader efforts related to openness and transparency. EFSA will also explore how best to develop plain language summaries as an effective communication tool for EFSA's target audiences.

Ever closer relations will be sought with EU institutions (European Commission, Council of Europe and European Parliament) to ensure that they support EFSA when deliberating on budget, discharge and policy/regulatory matters. This is likely to include joint meetings and events with the institutions on relevant corporate or scientific topics. This initiative will be supported by the newly established Brussels Liaison Office. EFSA will also establish more consistent relations with other EU agencies through bilateral contacts and the Network of Agencies.

Table 7: Key performance indicators for Activity 4

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Improve EFSA's visibility and outreach	Traffic to EFSA's web content (web metrics)	-	2.4 M	2.7 M
	Total number of subscribers to online subscription products (newsletter and alerts)	33,947	35,000	36,000
	Impact score of articles dedicated to EFSA ^(a)	-	5	5
Improve EFSA's social media reach	Increase followers from social media platforms where EFSA is active (Twitter, Linked In, YouTube)	-	(Establish baseline figure: total SM followers as of 10/15 = 25,211)	Baseline +10%
	Traffic to EFSA web content from social media	-	3%	2% of traffic from SM. (baseline +0.24%)
Improve the timeliness	Proportion of press releases/web news items accompanying scientific outputs delivered within 20 working days of adoption	95%	85%	95%
Improve coherence and preparedness for Risk and Crisis Communications	Produce crisis communication guidelines in 2016	-	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 4 committed/paid at year end	99.2% 84.5%	100% 90%	100% 90%

(a) In 2014 EFSA developed an in-house methodology for media analysis. The approach is based on a system which multiplies the 'weight' of the media mentioning EFSA with the favourability of the article in question to give an impact score. Media are weighted depending on the type of publication (e.g. national daily, regional broadcast etc.) and also by country. The favourability of an article is determined using a scale which accounts for information such as balance in the article, third party endorsement, severity of criticism etc. The impact score can range from -100 (reflecting extremely negative media) to +100 (reflecting extremely positive media coverage). An average impact score of between 5 – 20 represents reflects a 'neutral' coverage.

Table 8: Resource allocation for Activity 4

	EXECUTED 2014		PLAN 2015		PLAN 2016	
	M€	FTE ^(a)	M€	FTE ^(a)	M€	FTE ^(a)
A4 Communication and dialogue	5.4	34	7.49	36	6.75	38
% Total EFSA	7	7	9	8	8	8

(a) Actual available FTE.

2.5. Activity 5, 6, 7: Governance, support and coordination

EFSA's support services will evolve to focus on internal customer needs, good practices and the definition of service level agreements balancing cost and quality *versus* risks and customer satisfaction. All services will be classified as transactional, expert services or strategic services depending on the category of customers.

2.5.1. Transactional services

EFSA will introduce and monitor customer satisfaction, centralise security functions, optimise resources through codification of process flows (inter-service activity) in the organisation of events. A new operating model for human resources shared services will be developed. In line with the plan for increased effectiveness the financial support services will focus on transitioning from a centralised to a shared services model. An increased efficiency through service outsourcing will be supported by the application of electronic procurement. Focus will be put on improving business alignment, raising the quality of project and service delivery to best-in-class benchmarks, improving the outsourced supply chain and modernising IT infrastructure while containing or reducing costs.

2.5.2. Expert services

EFSA will centralise the screening of Declarations of Interest and ensure the implementation of the new Declarations of Interest Policy to be adopted in 2016.

The Talent Management Project will continue to be implemented focusing on: the use of more precise evaluation tools and developing good practices in recruitment; offering training programmes, internal mobility and other career development opportunities; and broadening experience of staff through international exchanges. An equal focus on scientific experts will be further enhanced in 2016, especially in the context of the objectives and programming proposed for the forthcoming 2016-2020 strategy.

The project plan on business continuity will deliver the following: capacity to relocate meetings in case of unavailability of EFSA premises (within the limits defined in the business continuity strategy); reduction of the residual risk of infrastructure failure; increased availability of key staff in case of disruptive event.

2.5.3. Strategic services

Developing human resource expertise services and completing the mapping of critical competencies for EFSA staff and experts will be a priority in 2016. EFSA will develop a predictive modeling of talent sourcing, acquisition, development and retention (Talent Management Project).

The strategic planning, monitoring and reporting functions will be fully centralised in 2016, speeding up these processes and reducing the number of staff involved.

Table 9: Key performance indicators for governance and support activities

OBJECTIVE	INDICATORS	ACHIEVED 2014	EXPECTED 2015	TARGET 2016
Effective use of EFSA's financial resources	Commitment credits executed	99.7	100%	100%
	Payment credits executed	89.3	90%	90%
	Carry forward of payments to following year	11.4	10%	10%
IT governance	IT governance	67%	89%	89%
	IT execution	71%	73%	75%
	IT satisfaction	67%	73%	77%
Ensure best management of staff	Average statutory staff occupancy rate	-	95%	95%

Table 10: Resource allocation for Activity 5, 6 and 7

	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	M€	FTE ^(a)	M€	FTE ^{(a)(b)}	M€	FTE ^(a)
A5 Coordination	2.2	17	1.83	11	1.53	11
A6 Administration	11.3	73	12.31	75	11.41	70
N7 Neutre	2.9	27	3.24	28	3.34	29
Total support activities	16.4	117	17.39	114	16.28	110
% Total EFSA	21	26	22	26	20	25

Actual available FTE.

3. Resources forecast 2016 per activity pillars

The budget and staff allocations to the different activities are anticipated as follows.

Table 11: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA'S ACTIVITIES	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	13.49	17%	11.86	15%	13.33	17%
A2 Evaluation of regulated products	19.45	24%	20.22	25%	20.57	26%
A3 Data collection & scientific cooperation	24.64	31%	22.62	29%	22.54	29%
A4 Communication and dialogue	5.44	7%	7.49	9%	6.74	8%
Total operational activities	63.02	79%	62.19	78%	63.17	80%
A5 Coordination	2.17	3%	1.83	2%	1.53	2%
A6 Administration	11.34	14%	12.31	16%	11.38	14%
N7 Neutre	2.93	4%	3.24	4%	3.33	4%
Total support activities	16.44	21%	17.39	22%	16.24	20%
Total EFSA	79.46		79.58		79.41	

Table 12: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA'S ACTIVITIES	EXECUTED 2014		EXPECTED 2015		DRAFT BUDGET 2016	
	FTE ^(a)	%	FTE ^(a)	%	FTE ^(a) / POSTS ^{(b)(c)}	%
A1 Provision of scientific advice and risk assessment approaches	80	18%	62	14%	75/79	17%
A2 Evaluation of regulated products	129	29%	135	30%	131/138	29%
A3 Data collection & scientific cooperation	85	19%	98	22%	92/97	21%
A4 Communication and dialogue	34	8%	36	8%	38/40	8%
Total operational activities	328	74%	331	74%	336/354	75%
A5 Coordination	17	4%	11	3%	11/12	2%
A6 Administration	73	16%	75	17%	70/74	16%
N7 Neutre	27	6%	28	6%	29/31	7%
Total support activities	117	26%	114	26%	110/116	25%
Total EFSA	445		445		447/470	

(a) Actual available FTE.

(b) For planning purposes has been defined a 95% flat occupancy rate (i.e. the ratio between the assigned posts and the average number of available FTEs).

(c) In the plan 2016, following a further improvement of the EFSA project and resource management methodology, a more accurate and unambiguous classification of projects and processes to the 7 EFSA activity pillars was implemented generating overall a 3% increase of the FTEs and budget allocated to A1 and a decrease in A2 and A3. Please see Appendix B – Table 16 for the complete list of process/project under the different activities.

Appendices

Appendix A – Resource allocation per Activity 2016-2018

Table 13: Anticipated evolution of budget allocations (% of the total EFSA budget)

EFSA'S activities	Executed 2014	Expected 2015	Draft budget 2016		Draft budget 2017		Draft budget 2018	
	M€	M€	M€	%	M€	%	M€	%
A1 Provision of scientific advice and risk assessment approaches	13.49	11.86	13.33	17%	13.43	17%	13.51	17%
A2 Evaluation of regulated products	19.45	20.22	20.5	26%	20.86	26%	21.02	26%
A3 Data collection & scientific cooperation	24.64	22.62	22.54	29%	22.49	28%	22.76	29%
A4 Communication and dialogue	5.44	7.49	6.74	8%	6.74	8%	6.74	8%
Total operational activities	63.02	62.19	63.17	80%	63.52	80%	64.03	80%
A5 Coordination	2.17	1.83	1.53	2%	1.54	2%	1.45	2%
A6 Administration	11.34	12.31	11.38	14%	11.18	14%	10.80	14%
N7 Neutre	2.93	3.24	3.33	4%	3.32	4%	3.29	4%
Total support activities	16.44	17.39	16.24	20%	16.05	20%	15.54	20%
Total EFSA	79.46	79.58	79.41		79.57		79.57	

Table 14: Anticipated evolution of staff allocations (% of the total EFSA FTE)

EFSA's Activities	Executed 2014	Expected 2015	Plan 2016		Forecast 2017		Forecast 2018	
	FTE ^(a)	FTE ^(a)	FTEs ^(a) / Posts	%	Posts	%	Posts	%
A1 Provision of scientific advice and risk assessment approaches	80	62	75/79	17%	79	17%	79	17%
A2 Evaluation of regulated products	129	135	131/138	29%	138	30%	138	30%
A3 Data collection & scientific cooperation	85	98	92/97	21%	95	21%	95	21%
A4 Communication and dialogue	34	36	38/40	8%	39	8%	39	9%
Total operational activities	328	331	336/354	75%	351	76%	351	77%
A5 Coordination	17	11	11/12	2%	12	2%	11	2%
A6 Administration	73	75	70/74	16%	70	15%	68	15%
N7 Neutre	27	28	29/31	7%	30	7%	29	6%
Total support activities	117	114	110/116	25%	112	24%	108	23%
Total EFSA	445	445	447/470		463		459	

(a) Actual available FTE.

Table 15: Organisational development projects resource allocation (on-going projects)

Project Title		Timeline		Resource allocation							
		Start	Delivery	2016		2017		2018		Total budget 2016–2018 ^(a)	IT budget 2016–2018
				FTE	M€	FTE	M€	FTE	M€	M€	M€
Information Programme	Open SCAIE	2016	2017	2.8	0.5	2.7	0.7			1.2	1.0
	Scientific data warehouse	2012	2016	2.0	0.4					0.4	0.4
	Molecular typing	2013	2016	0.6						0.0	0.0
	Record and correspondence management	2016	2016	1.5	0.2					0.2	0.2
	Information access management	2015	2016	1.3	1.0	1.0	0.3			1.3	1.3
	EFSA Journal	2014	2016	1.1	0.6					0.6	0.0
	Matrix IP	2016	2019	2.8	0.4	2.5	0.7	3.6	1.1	2.2	2.2
Business continuity project		2015	2016	0.8	0.2					0.2	0.2
Quality management project		2013	2017	0.1	0.1		0.1			0.2	0.0
Organisational evolution support program – STEP 2018		2014	2018	0.8	0.2	0.3				0.2	0.0
Talent management		2014	2018	4.8	1.0	5.0	0.6	5.0	0.6	2.2	2.2
Prometheus		2014	2016	2.1	0.1					0.0	0.0
Total operational budget				20.5	4.7	11.5	2.3	8.6	1.7	9.3	7.8
Staff costs					2.1		1.2		0.9		
Total cost projects (including staff)					6.7		3.5		2.6	8.9	7.6

(a) Includes operational, IT and Staff costs

Appendix B – Detailed activities

2016

Table 16: Predicted number of scientific outputs 2016 adopted (one output may contain more than one question)

	REPRO						RASA					Total
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
EFSA Scientific outputs												
A1 Provision of scientific advice and risk assessment approaches	-	-	-	-	8	-	20	-	17	-	4	49
Technical Reports												
A1 Provision of scientific advice and risk assessment approaches	-	-	-	-	8	-	5	-	1	-	8	22
EFSA Scientific outputs												
A2 Evaluation of regulated products	-	49	70	12	23	108	-	-	3	-	-	265
Technical Reports												
A2 Evaluation of regulated products	1	-	-	14	8	24	-	-	-	-	-	47
EFSA Scientific outputs												
A3 Data collection & scientific cooperation	-	-	-	-	-	-	-	-	2	1	2	5
Technical Reports												
A3 Data collection & scientific cooperation	-	-	-	1	-	1	-	-	5	6	-	13
Other Publications (event reports and external scientific reports)	-	3	5	-	-	3	-	-	10	16	8	45
Total Outputs	1	52	75	27	47	136	25	-	38	23	22	446
A2 Total scientific questions	1	52	115	26	31	185	-	-	3	-	-	410

Table 17: Resource allocation by Activity 1 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RASA	AMU	AMU General scientific and technical assistance – Art31	1.60	25
		Guidance on Expert knowledge elicitation methodology	0.02	46
		Methodological development and assistance	3.06	
		Open ScAIE Project	2.70	
		Prometheus	2.05	60
		Tracing methodology	1.05	
	SCER	Bee health	2.14	98
		Crisis Support	0.82	10
		Develop cross-cutting guidances	3.30	442
		Emerging risks identification	1.99	39
		Multi-sectoral opinions & statements	1.44	248
		RASFF & Horizon 2020 support	0.48	
	Transparency in risk assessment	2.54		
	ALPHA	AHAW Generic opinions - Art29	8.14	660
		AHAW self tasks	0.30	28
		ALPHA General scientific and technical assistance – Art31	2.73	23
		ALPHA Internal projects	1.68	
		PLH Generic opinions - Art29	7.05	540
		PLH self tasks	0.30	7
	BIOCONTAM	BIOCONTAM General scientific and technical assistance – Art33	0.30	5
		BIOCONTAM Internal projects	1.02	
		BIOHAZ Generic opinions - Art29	3.57	435
		BIOHAZ self tasks	1.95	92
		CONTAM Generic opinions - Art29	10.65	692
REPRO	FIP	FCM - Generic requests	1.10	
		BPA project	0.30	8
	NUTRI	DRV - EC Generic requests	4.85	192
		Use of protein hydrolysates in formulae	0.30	35
RESU	HUCAP	Develop and train EFSA talents	2.03	
	PTT	EFSA Strategy Project	1.53	
	RESU	General Management coordination	2.78	
		PCO	1.73	
		Staff and infrastructure reallocation		9,648
Total activities under A1 – Provision of scientific opinions and advice & risk assessment approaches			75.50	13,331

Table 18: Resource allocation by Activity 2 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process		
			FTEs	K€	
RASA	BIOCONTAM	AMT - Decontamination dossiers	0.56	14	
		BIOHAZ Applications - Animal by-products	0.24	23	
REPRO	FIP	ENZ - Applications	7.23	217	
		FCM - Applications	5.78	262	
		Flavour - Applications	0.72	21	
		Flavour - Re-evaluation	3.41	245	
		FOODAD - Applications	1.06	90	
		FOODAD - Re-evaluation	7.79	480	
		Handling urgent requests related to applications, mandates and published outputs	0.00	3	
		NUTRIENT - Applications	0.89	25	
		GMO	GMO - Applications	15.30	597
	GMO - Guidance documents on Allergenicity		0.70	52	
	GMO - Urgent / politically sensitive requests		1.88	20	
	LLP		0.70	43	
	NUTRI		CLAIMS Applications	3.90	134
		Handling urgent requests related to applications, mandates and published outputs	0.50	-	
		NOVEL - Applications	2.90	188	
	PRAS	Amendments of the condition of approval of active substances	1.83	-	
		Annual report on pesticide residues	3.40	-	
		Approval of basic substances	2.13	-	
		Approval of new active substances	5.02	-	
		Assessment of existing MRLs	6.10	-	
		Commission requests on the assessment of the risks related to MRLs	3.62	-	
		Commission requests on the review of the approval of active substances	2.12	296	
		Confirmatory information on active substances	3.66	-	
		EFSA Guidance documents	0.71	51	
		MRL applications	4.35	-	
		Preparation of the annual CCPR meeting	0.88	-	
		Renewal of the approval of active substances	9.29	-	
		Scientific Opinions and Guidance Documents of PPR Panel	5.56	373	
		APDESK	Customer oriented approach for applications for Regulated Products	1.20	-
			Stakeholders support & Webform	2.52	-
			The matrix project	2.58	-
		FEED	FEEDAD - Applications	6.15	281
			FEEDAD - EC Generic requests	0.40	28
			FEEDAD - Guidance documents	0.23	33
	FEEDAD - Re-evaluation		6.12	325	
	FEEDAD - Renewal		4.45	281	
RESU	RESU	General Management coordination	2.47	-	
	PTT	EFSA Strategy Project	0.57	-	
	LRA	Centralisation of Declaration of interests screening	1.23	-	
		Reform of Independence Policy	0.77	-	
		Staff and infrastructure reallocation		16,488	
Total activities under A2 – Evaluation of regulated products			130.92	20,569	

Table 19: Resource allocation by Activity 3 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
COMMS	AFSCO	Advisory Forum - Scientific Cooperation	3.91	94
		Cooperation tools	2.66	2,200
		European Neighbourhood Programme	0.20	-
		Fellowship programme	0.50	-
		Focal Points	2.07	1,109
		Interagency cooperation	0.60	-
		International Cooperation and Interagency cooperation including EU ANSA	3.73	14
		Pre-accession programme	1.80	-
		Scientific networks coordination	1.91	355
		Stakeholder relationship	0.15	-
RASA	AMU	Library management & services	1.00	534
	SCER	Chemical hazard database process	0.58	57
		Expert selection for the SC, Panels and WGs	1.50	-
		Experts training	0.22	135
		Hazard databases	0.57	45
		Internal Scientific Coordination	1.50	-
		International Conference 2015	0.10	-
		Methods Programme	1.75	-
		Preparatory work for future advice	1.50	300
		Scientific Colloquia	0.55	137
		DATA	Data collection	4.55
	Data General scientific and technical assistance – Art31		1.20	-
	Data Warehouse		2.01	-
	EU Menu		0.35	600
	Exposure assessment development		0.32	-
	FOODEX 2 implementation		0.40	-
	IPCHeM Project		0.31	-
	Molecular typing		1.15	-
	Molecular Typing Process		0.70	-
	New Data Collection on veterinary Drug Residues		1.00	-
	SSD Implementation	0.43	-	
	BIOCONTAM	Foodborne outbreak investigation	0.45	-
		Zoonoses & AMR summary reports	7.00	145
RESU	RESU	General Management coordination	1.00	-
	PTT	EFSA Strategy Project	1.06	-
		Enhance IT	2.25	-
		Introduction of a framework for Information Access Management	1.41	-
		IT Innovator	1.76	-
		Project Management Implementation	1.58	-
		Run IT	6.58	-
	HUCAP	Define and roll-out Talent Management	4.75	-
		Expertise Management Programme	4.58	-
		Training attendance	10.97	-
	FIN	Procurement centralised support	5.80	-
ED	ED	Information Management Programme	3.86	-
		Grants and Procurements under Activity 1 and 2 projects and processes	-	5,071
		Staff and infrastructure reallocation	-	11,298
Total activities under A3 – Data collection & scientific cooperation			92.27	22,534

Table 20: Resource allocation by Activity 4 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
COMMS	COMMS	Corporate Identity	-	60
		Institutional relations	-	-
	EXREL	Chemicals in food report	-	-
		Communications research, evaluating and monitoring	-	-
		Internal Comms workplan roll out	-	-
		Media relations	4.57	143
		Reputation management	-	60
		Risk Communications networks	7.79	287
	RISKCOM	Communication tools and dissemination	4	60
		Communications content development	8.91	340
		EFSA Journal	2.5	-
		EFSA Journal Project	1.6	625
		Web 2.0	0.8	60
RASA	RASA	DMS 2015 project	-	-
		DMS process	3.41	-
	SCER	International Conference 2015	0.02	-
RESU	RESU	General Management coordination	1.4	-
	PTT	EFSA Strategy Project	0.5	-
	CORSER	Outreach support	2.2	86
ED	ED	Relation with Italian institutions and local initiatives	-	-
		Staff and infrastructure reallocation	-	4,659
Total activities under A4 – Communication and dialogue			37.70	6,739

Table 21: Resource allocation by Activity 5 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RESU	RESU	General Management coordination	2.74	-
		Step 2018	0.80	-
	PTT	EFSA Strategy Project	0.30	-
	LRA	Centralisation of Declaration of interests screening	0.00	70
		Legal and regulatory risks corporate framework	1.13	5
		Personal Data Protection environment	0.40	-
		Pre-litigation and Litigation Management	0.98	90
		Promoting legality & regularity	3.60	-
		Reform of Independence Policy	0.00	70
ED	ED	Management Board	1.11	102
		Staff and infrastructure reallocation	-	1,191
Total activities under A5 – Coordination			11.06	1,528

Table 22: Resource allocation by Activity 6 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process		
			FTEs	K€	
RASA	RASA	DMS 2015 project	1.32	-	
RESU	RESU	General Management coordination	1.81	-	
		General support duties for compliance with horizontal support activities	5.05	-	
		General support duties management assistance	14.90	-	
		Planning, performance progress monitoring and corporate reporting	7.11	-	
	PTT	EFSA Strategy Project	0.52	-	
		IT Innovator	0.00-	197	
		Run IT	0.00-	1,521	
	HUCAP	Define and roll-out Talent Management	0.00-	100	
		Expertise Management Programme	0.00-	320	
		Managing change in staff status	3.64	1,376	
		Motivate, care and retain talents	5.89	-	
		Plan, forecast and monitor staffing needs	1.30	-	
		Sourcing and attracting Talents	4.94	182	
		Staff Committee	0.50	-	
		Supporting people engagement	1.22	333	
		CORSER	Business Continuity Implementation	0.85	80
			Centralised Logistic Support to Meetings	11.00	-
	Corporate Business Continuity Deployment		0.10	-	
	Enhance		0.80	-	
	Site management		3.90	-	
	FIN	Financial Back Office	0.00-	12	
	LRA	Compliance to Public Access to Documents	2.48	-	
		Ethic and Fraud Prevention and Investigation	0.49	-	
ED	ED	Transform EFSA	0.00-	200	
	IAC	Audit Engagement	2.14	-	
		Staff and infrastructure reallocation	-	7,063	
Total activities under A6 – Administration			69.96	11,383	

Table 23: Resource allocation by Activity 7 projects and processes

Leading dept.	Leading unit	Project/process title	Total EFSA resources per project/process	
			FTEs	K€
RASA	RASA	Quality Management System Development (New Zealand)	0.10	80
		Quality Management System Operation	2.59	-
RESU	RESU	General Management coordination	0.57	-
	PTT	Budget preparation & management	2.12	-
		EFSA Strategy Project	0.00	100
	FIN	Accounting services	1.81	2
		Control Environment Deployment	3.09	-
		Financial Back Office	14.38	220
		Procurement centralised support	4.70	-
		Staff and infrastructure reallocation	-	2,928
Total activities under A7 – Neutre			29.36	3,329

Appendix C – Human and Financial Resources 2016

1. Human Resources Overview

Table 24: Human Resources Overview

Human Resources	2014		2015	2016
	Authorised under the EU Budget	actually filled as of 31/12/2014	Authorised under the EU Budget	Draft Budget Request
Establishment plan posts : AD	237	215	234	230
Establishment plan posts : AST	107	115	103	100
Establishment plan posts : AST/SC	0	0	0	0
Total Establishment plan posts	344	330	337	330
Contract Agents	110	104	120	125
Seconded National Experts	20	15	20	15
TOTAL STAFF	474	449	477	470

2. Financial Resources Overview

Table 25: Revenues Overview

Revenues	2015 Revenues estimated by the agency	2016 Budget Forecast
EU contribution	75.95	77.16
Additional EU funding: ad hoc grants and delegation agreements	0.00	0.00
Other Revenue	2.29	2.08
TOTAL REVENUES	78.24	79.24

Table 26: Expenditure Overview

Expenditure/Title	2015		2016	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Staff expenditure	41.67	41.67	40.25	40.25
Infrastructure and operating expenditure	9.55	9.55	9.92	9.92
Operational expenditure	28.35	26.81	29.25	29.08
TOTAL EXPENDITURE	79.58	78.03	79.41	79.24

3. Human Resources

Table 27: Establishment plan posts

Function group and grade	2014				2015		2016	
	Authorised under the EU Budget		Filled as of 31/12/2014		Authorised under the EU Budget		Request of the Agency	
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1
AD 14	0	2	0	1	0	2	0	2
AD 13	0	2	0	1	0	2	0	2
AD 12	1	14	0	3	1	15	1	15
AD 11	0	11	0	5	0	11	0	11
AD 10	1	15	0	8	1	16	1	16
AD 9	1	41	0	30	1	41	1	42
AD 8	0	49	0	58	0	53	0	54
AD 7	1	60	3	44	1	58	1	57
AD 6	1	23	2	45	1	20	1	17
AD 5	0	14	0	15	0	10	0	8
AD TOTAL	5	232	5	210	5	229	5	225
AST 11	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0
AST 8	0	3	0	0	0	3	0	3
AST 7	0	4	0	2	0	4	0	4
AST 6	0	8	0	0	0	8	0	9
AST 5	0	27	0	14	0	29	0	30
AST 4	0	31	0	37	0	30	0	26
AST 3	0	25	0	18	0	25	0	25
AST 2	0	9	0	39	0	4	0	3
AST 1	0	0	0	5	0	0	0	0
AST TOTAL	0	107	0	115	0	103	0	100
AST/SC 6	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0
AST/SC TOTAL	0	0	0	0	0	0	0	0
TOTAL	5	339	5	325	5	332	5	325
GRAND TOTAL		344		330		337		330

3.1. External personnel

Table 28: Contract Agents

Contract agents	Authorised 2014	Recruited as of 31/12/2014	2015 estimate	Draft Budget 2016 estimate
Function Group IV	60	58	70	75
Function Group III	6	4	9	11
Function Group II	43	41	40	38
Function Group I	1	1	1	1
TOTAL	110	104	120	125

Table 29:Seconded National Experts

Seconded National Experts	Authorised 2014	Present as of 31/12/2014	2015 estimate	Draft Budget 2016 estimate
TOTAL	20	15	20	15

4. Financial Resources

Table 30: Revenues

Revenue	Executed Budget 2014	Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)	0	0	0	
2 EU CONTRIBUTION	77,594,301	75,945,921	77,164,000	1.60%
- Of which assigned revenues deriving from previous years' surpluses	788,000	918,000	1,089,000	18.63%
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	2,296,000	2,202,400	2,076,848	1.55%
- Of which EEA/EFTA (excl. Switzerland)	2,296,000	2,202,400	2,076,848	1.55%
- Of which candidate countries				
4 OTHER CONTRIBUTIONS				
- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)	0	0	0	
- Of which additional EU funding stemming from delegation agreements (FFR Art.8)				
5 ADMINISTRATIVE OPERATIONS	72,222	90,000	0	0.00%
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	72,222	90,000	0	0.00%
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	0			
7 CORRECTION OF BUDGETARY IMBALANCES	0			
TOTAL	79,962,523	78,238,321	79,240,848	1.60%

4.1. Expenditure

Table 31: Commitment appropriations

EXPENDITURE	Executed Budget 2014	Commitment appropriations Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
Title 1 - Staff expenditure	37,685,246	41,669,000	40,244,000	-3.03%
Salaries & allowances	34,238,223	37,398,000	35,537,000	-4.54%
- Of which establishment plan posts	28,011,201	30,157,000	28,578,000	-5.24%
- Of which external personnel	6,227,023	7,241,000	7,121,000	-1.66%
Expenditure relating to Staff recruitment	375,125	492,000	499,000	1.42%
Mission expenses	142,137	200,000	235,000	17.50%
Socio-medical infrastructure	276,307	298,000	288,000	-3.36%
Training	678,623	900,000	850,000	-5.56%
External Services	872,788	1,280,000	1,720,000	34.38%
Receptions, events and representation	1,945	5,000	5,000	0.00%
Social welfare	1,100,097	1,096,000	1,110,000	1.28%
Other Staff related expenditure	0	0	0	
Title 2 - Infrastructure and operating expenditure	13,156,641	9,553,000	9,915,666	3.80%
Rental of buildings and associated costs	8,182,769	5,801,000	5,485,800	-5.43%
Information, communication technology and data processing	3,737,604	2,825,000	3,222,772	14.08%
Movable property and associated costs	236,394	112,000	65,000	-41.96%
Current administrative expenditure	197,379	252,000	350,000	38.89%
Postage / Telecommunications	704,717	441,000	678,000	53.74%
Meeting expenses	95,914	110,000	102,094	-7.19%
Running costs in connection with operational activities	0	0	0	
Information and publishing	1,863	12,000	12,000	0.00%
Studies	0	0	0	
Other infrastructure and operating expenditure	0	0	0	
Title 3 - Operational expenditure	28,612,696	28,354,000	29,254,334	9.12%
TOTAL	79,454,583	79,576,000	79,414,000	0.00%

Table 32:Payment appropriations

EXPENDITURE	Payment appropriations			
	Executed Budget 2014	Budget 2015	Draft Budget 2016 Agency request	VAR 2016/2015 (%)
Title 1 - Staff expenditure	35,600,614	41,669,000	40,244,000	-3.03%
Salaries & allowances	34,144,007	37,398,000	35,537,000	-4.54%
- Of which establishment plan posts	28,011,201	30,157,000	28,578,000	-5.24%
- Of which external personnel	6,132,807	7,241,000	7,121,000	-1.66%
Expenditure relating to Staff recruitment	287,642	492,000	499,000	1.42%
Mission expenses	129,527	200,000	235,000	17.50%
Socio-medical infrastructure	210,057	298,000	288,000	-3.36%
Training	328,197	900,000	850,000	-5.56%
External Services	446,381	1,280,000	1,720,000	34.38%
Receptions, events and representation	1,945	5,000	5,000	0.00%
Social welfare	52,858	1,096,000	1,110,000	1.28%
Other Staff related expenditure	0	0	0	
Title 2 - Infrastructure and operating expenditure	10,462,211	9,553,000	9,915,666	3.80%
Rental of buildings and associated costs	7,523,622	5,801,000	5,485,800	-5.43%
Information, communication technology and data processing	2,244,611	2,825,000	3,222,772	14.08%
Movable property and associated costs	95,089	112,000	65,000	-41.96%
Current administrative expenditure	116,629	252,000	350,000	38.89%
Postage / Telecommunications	402,165	441,000	678,000	53.74%
Meeting expenses	78,632	110,000	102,094	-7.19%
Running costs in connection with operational activities	0	0	0	
Information and publishing	1,463	12,000	12,000	0.00%
Studies	0	0	0	
Other infrastructure and operating expenditure	0	0	0	
Title 3 - Operational expenditure	25,118,840	28,354,000	29,080,391	4.23%
TOTAL	71,181,666	79,576,000	79,240,057	0.38%

Table 13: Statement of revenue and expenditure for the financial year 2015 – Title I

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1	5. STAFF				
1 1	STAFF IN ACTIVE EMPLOYMENT				
1 1 0	6. Staff in active employment				
1 1 0 0	Basic salary	21,134,697	21,974,000	21,255,000	Staff Regulations of officials of the European Communities, and in particular Articles 62 and 66 thereof. This appropriation is intended to cover the basic salaries of officials and temporary staff holding posts on the establishment plan.
1 1 0 1	Family allowance	2,850,048	2,961,000	2,950,000	Staff Regulations of officials of the European Communities, and in particular Articles 42, 62, 67 and 68 thereof and Section I of Annex VII thereto. This appropriation is intended to cover the family allowances: household allowance, dependent child allowance, pre-school allowance, education allowance (including special grants within the provision as decided yearly by the Executive Director), parental leave allowance of relevant staff.
1 1 0 2	Transfer and expatriation allowance	2,456,967	2,479,000	2,479,000	Staff Regulations of officials of the European Communities, and in particular Articles 62 and 69 thereof and Articles 4 of Annex VII thereto. This appropriation is intended to cover the expatriation and foreign residence allowances of relevant staff.
1 1 0 3	Secretarial allowance	11,511	15,000	15,000	Staff Regulation of officials of the European Communities, and in particular Article 18 (1) of Annex XIII thereto. This appropriation is intended to cover the secretarial allowance paid to officials and temporary staff in category C*, employed as shorthand-typists, telex operators, typesetters, executive secretaries or principal secretaries, who were entitled in the month before 1 May 2004.
<i>Article 1 1 0 – Total</i>		26,453,223	27,429,000	26,699,000	
1 1 1	7. Other staff				
1 1 1 3	Stagiaires	288,842	330,000	716,000	This appropriation is intended to cover the monthly grants of trainees in line with the traineeship program of the Authority.
1 1 1 5	Contract staff	4,480,567	5,327,000	5,555,000	Conditions of employment of other servants of the European Communities, and in particular Article 3a and Title IV thereof. This appropriation is intended to cover the remuneration of contract staff.
<i>Article 1 1 1 – Total</i>		4,779,409	5,657,000	6,271,000	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1 1 3	8. Employer's social security contributions				
1 1 3 0	Insurance against sickness	759,141	770,000	770,000	Staff Regulations of officials of the European Communities, and in particular Article 72 thereof. Rules on sickness insurance for officials of the European Communities. This appropriation is intended to cover the employer's contribution.
1 1 3 1	Insurance against accidents and occupational disease	111,899	113,000	113,000	Staff Regulations of officials of the European Communities, and in particular Article 73 thereof. This appropriation is intended to cover the employer's contribution to insurance against accidents and occupational diseases and the supplementary expenditure arising from the application of the statutory provisions in this area.
1 1 3 2	Unemployment insurance for temporary staff	273,340	278,000	278,000	Conditions of employment of other servants of the European Communities, in particular Article 28a thereof. This appropriation is intended to insure temporary staff against unemployment.
1 1 3 3	Establishment or maintenance of pension rights for temporary staff	p.m.	0	0	Conditions of employment of other servants of the European Communities and in particular Article 42 thereof. This appropriation is intended to cover payments by the Authority on behalf of officials and temporary staff in order to constitute or maintain their pension rights in their country of origin
<i>Article 1 1 3 — Total</i>		1,144,381	1,161,000	1,161,000	
1 1 4	9. Miscellaneous allowances and grants				
1 1 4 0	Birth and death allowance	4,165	5,000	5,000	Staff Regulations of officials of the European Communities, and in particular Article 70, 74 and 75 thereof. This appropriation is intended to cover: – childbirth grant, –in the event of death of an official, payment of the deceased's full remuneration until the end of the third month after the month in which the death occurred and the cost of transporting the body to the official's place of origin.
1 1 4 1	Annual leave traveling expenses	300,853	306,000	306,000	Staff Regulations of officials of the European Communities, and in particular Article 8 of Annex VII thereto. This appropriation is intended to cover the lump sum payment of travel costs of relevant staff, their spouses and dependants, from the place of employment to the place of origin.
1 1 4 7	Call on duties	66,300	70,000	70,000	Staff Regulations of officials of the European Communities and in particular Article 56b) and 56c) thereto. This appropriation is intended to cover, in respect of officials and temporary staff, allowances for shift work or standby duty at the official's place of work or at home.
1 1 4 9	Other allowances and repayments	41,997	62,000	55,000	Staff Regulations of officials of the European Communities, and in particular Article 34 thereof. This allowances is intended to cover allowances in the event of: – dismissal of a probationary official for obvious inadequacy, – cancellation by the Authority of the contract of a relevant staff member
<i>Article 1 1 4 — Total</i>		413,315	443,000	436,000	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1 1 7	Supplementary services				
1 1 7 1	Translation and interpretation	24,000	120,000	60,000	This appropriation is intended to cover the cost of translations, including payments made to the Translations Centre in Luxembourg for all texts not directly connected with the implementation of the Authority's management plan. It also covers the fees and travel expenses of free-lance interpreters and conference operators including the reimbursement of services provided by Commission interpreters for all meetings not directly connected with the implementation of the Authority's management plan.
1 1 7 2	Payment for administrative assistance from the Community institutions	234,663	250,000	266,000	This appropriation is intended to cover the reimbursement of expenditure incurred by the Commission for administrative assistance given to the Authority, for example the computerised payroll service.
1 1 7 5	Interim services	612,927	672,000	672,000	This appropriation is intended to cover: – the employment of interim staff, particularly telephone operators, clerical and secretarial staff, – reproduction and typing which is sent out because it cannot be handled by the Authority, – the cost of computer typesetting for explanatory and supporting documents for the Authority's own requirements and for submission to the budgetary authority.
1 1 7 6	Consultancy	426,316	550,000	562,000	This appropriation is intended to cover expenditure for external HR consultancy in relation to staff survey, assessment centre, HR processes.
1 1 7 7	Other services	187,809	360,000	160,000	This appropriation is intended to cover expenditure for management consultancy in the fields of audit, coaching, QM, resources and support services.
<i>Article 1 1 7 — Total</i>		1,485,715	1,952,000	1,720,000	
1 1 8	Recruitment costs and expenses on entering and leaving the service				
1 1 8 0	Miscellaneous expenditure on recruitment	97,128	100,000	142,000	Staff Regulations of officials of the European Communities, and in particular Article 27 to 31 and 33 thereof and Annex III thereto. This appropriation is intended to cover expenditure arising from recruitment procedures, including: – publication costs, travel/ subsistence costs and accident insurance for candidates called for examinations and interviews, costs directly linked to the promotion and organisation of group recruitment tests (hire of rooms, furniture, machines and miscellaneous equipment, fees for the preparation and correction of tests, etc.), – pre-recruitment medical examinations.
1 1 8 1	Travel expenses (including for members of the family)	4,504	10,000	10,000	Staff Regulation of officials of the European Communities, and in particular Art. 20 and 71 thereof and Article 7 of Annex VII thereto. This appropriation is intended to cover the travel expenses due to relevant staff (including their families) on taking up their duties or leaving the Authority or transfer to another place of employment.

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1 1 8 2	Installation, resettlement and transfer allowances	146,844	215,000	180,000	Staff Regulations of officials of the European Communities, and in particular Article 5 and 6 of Annex VII thereto. This appropriation is intended to cover installation and resettlement allowances due to relevant staff obliged to change their place of residence on taking up their duties, on transfer to a new place of employment and upon finally leaving the Authority and resettling elsewhere.
1 1 8 3	Removal expenses	73,994	100,000	100,000	Staff Regulations of officials of the European Communities, and in particular Article 20 and 71 thereof and Article 9 of Annex VII thereto. This appropriation is intended to cover removal expenses due to relevant staff obliged to change their place of residence on taking up their duties, on transfer to a new place of employment and upon finally leaving the Authority and resettling elsewhere.
1 1 8 4	Temporary daily subsistence allowance	52,654	67,000	67,000	Staff Regulation of officials of the European Communities, and in particular Article 20 and 71 thereof and Article 10 of Annex VII thereto. This appropriation is intended to cover temporary daily subsistence allowances for relevant staff who furnish evidence that they must change their place of residence on taking up their duties, or transferring to a new place of employment.
<i>Article 1 1 8 — Total</i>		375,125	492,000	499,000	
1 1 9	<i>Salary weightings</i>				
1 1 9 0	Salary weightings	282	1,124,000	120,000	Staff Regulations of officials of the European Communities, and in particular Article 64 and 65 thereof and Article 17 (3) of Annex VII thereto. This appropriation is intended to cover the cost of weightings applied to the remuneration of relevant staff. It also covers the cost of weightings applied to the part of emoluments transferred to a country other than the country of employment.
<i>Article 1 1 9 — Total</i>		282	1,124,000	120,000	
CHAPTER 1 1 — TOTAL		34,651,450	38,258,000	36,906,000	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1 3	MISSIONS AND DUTY TRAVEL				
1 3 0	Missions and travel expenses				
1 3 0 0	Mission and travel expenses	76,137	135,000	170,000	Staff Regulations of officials of the European Communities, and in particular Article 11 to 13 of Annex VII thereto. This appropriation is intended to cover expenditure on travel expenses, the payment of daily mission allowances and ancillary or exceptional expenses incurred in carrying out missions, including off-site meetings, by Authority staff covered by the Staff Regulations and by national or international experts or officials seconded to the Authority.
1 3 0 1	Shuttles for missions and duty	66,000	65,000	65,000	This appropriation is intended to cover the cost of connecting the seat of the Authority in Parma to the airports for staff going on administrative missions, experts and visiting experts for the same purpose. It also covers ad-hoc interurban transport.
<i>Article 1 3 0 — Total</i>		142,137	200,000	235,000	
CHAPTER 1 3 — TOTAL		142,137	200,000	235,000	
1 4	SOCIOMEDICAL INFRASTRUCTURE				
1 4 0	Restaurants, meals and canteens				
1 4 0 0	Restaurants, meals and canteens	61,750	58,000	58,000	This appropriation is intended to cover the cost of running restaurants, cafeterias, canteens and catering services during meetings, including maintenance facilities. It is intended to cover also routine expenditure on replacement of existing equipment and purchase of new equipment, which is not suitable for inclusion in current expenditure, and the cost of consultancy fees.
<i>Article 1 4 0 — Total</i>		61,750	58,000	58,000	
1 4 1	Medical service				
1 4 1 0	Medical service	214,557	240,000	230,000	Staff Regulations of officials of the European Communities, and in particular Article 59 thereof and Article 8 of Annex II thereto. Apart from doctors' fees, this appropriation is intended to cover the cost of check-ups (special examination analyses, etc.), consumables (dressings, medicines, etc.), special equipment and fittings and the administrative costs of the Invalidity Committee.
<i>Article 1 4 1 — Total</i>		214,557	240,000	230,000	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
1 4 2	<i>Further training, language courses and retraining for staff</i>				
1 4 2 0	Further training, language courses and retraining for staff	678,623	900,000	850,000	Staff Regulations of officials of the European Communities, and in particular Article 24 thereof. This appropriation is intended to cover the cost of introduction courses for new recruits, staff development courses, retraining, course on the use of modern techniques, seminars, information sessions on EU matters, etc. It also covers the purchase of equipment and documentation and the hiring of organising consultants.
<i>Article 1 4 2 — Total</i>		678,623	900,000	850,000	
CHAPTER 1 4 — TOTAL		954,931	1,198,000	1,138,000	
1 5	EXCHANGE OF OFFICIALS AND EXPERTS				
1 5 2	<i>Exchange of officials and experts</i>				
1 5 2 0	Visiting experts, National Experts on Detachment	834,686	912,000	850,000	This appropriation is intended to cover the costs of visiting experts from public institutions and other bodies from within and outside the European Union.
1 5 2 1	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0	0	0	Staff Regulations of officials of the European Communities, and in particular Article 38 thereof. This appropriation is intended to cover supplementary expenses arising from the secondment of Authority staff, i.e. to pay the allowances and reimburse the expenditure to which secondment entitles them. It also intended to cover costs relating to special training schemes with authorities and bodies in the Member States and non-Member States countries.
<i>Article 1 5 2 — Total</i>		834,686	912,000	850,000	
CHAPTER 1 5 — TOTAL		834,686	912,000	850,000	
1 6	SOCIAL WELFARE				
1 6 0	<i>Special assistance grants</i>				
1 6 0 0	Special assistance grants	0	0	0	Staff Regulations of officials of the European Communities, and in particular Article 76 thereof. This appropriation is intended to cover expenditure on gifts, loans or advances which may be made to an official, a former official or survivors of an official who are in particularly difficult circumstances.
<i>Article 1 6 0 — Total</i>		0	0	0	

BL	Heading	B 2014 Executed Commitment	B 2015	B 2016	Budget Comment
1 6 1	<i>Social contacts between staff</i>				
1 6 1 0	Social contacts between staff	28,159	50,000	50,000	This appropriation is intended to cover part of the costs of the recreation centre, cultural activities, subsidies to staff clubs, the management of, and extra equipment for, sports centres, and projects to promote social contact between staff of different nationalities.
<i>Article 1 6 1 — Total</i>		28,159	50,000	50,000	
1 6 2	<i>Other interventions</i>				
1 6 2 0	Other interventions	0	0	0	This appropriation is intended to cover expenditure not specifically provided for in the other articles of this chapter 16.
<i>Article 1 6 2 — Total</i>		0	0	0	
1 6 3	<i>Early Childhood Center and other creches</i>				
1 6 3 0	Early Childhood Centre, EU accredited school contribution and other creches	1,064,938	1,031,000	1,050,000	This appropriation is intended to cover expenditure relating to early childhood centres, the contribution to EU accredited school and other crèches.
<i>Article 1 6 3 — Total</i>		1,064,938	1,031,000	1,050,000	
1 6 4	<i>Complementary aid for the handicapped</i>				
1 6 4 0	Complementary aid for the handicapped	7,000	15,000	10,000	This appropriation is intended to cover the following categories of disabled persons, as part of a policy to assist the disabled: – officials and temporary staff in active employment, – spouses of officials and temporary staff in active employment, – all dependent children within the meaning of the Staff Regulations of officials of the European Communities.
<i>Article 1 6 4 — Total</i>		7,000	15,000	10,000	
CHAPTER 1 6 — TOTAL		1,100,097	1,096,000	1,110,000	
1 7	RECEPTION AND ENTERTAINMENT EXPENSES				
1 7 0	<i>Reception and entertainment expenses</i>				
1 7 0 0	Reception and entertainment expenses	1,945	5,000	5,000	This appropriation is intended to cover expenditure on the Authority's obligations in respect of entertainment and representation. This expenditure may be incurred by authorised staff individually in the fulfilment of their duties and as part of the Authority's activities.
<i>Article 1 7 0 — Total</i>		1,945	5,000	5,000	
CHAPTER 1 7 — TOTAL		1,945	5,000	5,000	
Title 1 — Total		37,685,246	41,669,000	40,244,000	

Table 34: Statement of revenue and expenditure for the financial year 2015 – Title II

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY				
20	Investments In Immovable Property, Rental Of Building And Associated Costs				
200	Rent				
2000	Rent	30,405	0	15,000	This appropriation is intended to cover the payment of rents relating to occupied buildings or part of buildings and the renting of storerooms, garages, off-site storage and parking facilities.
2001	Acquisition	5,269,734	2,075,000	1,920,000	This appropriation is intended to cover the payment relating to the acquisition of EFSA operating seat.
<i>Article 200 – Total</i>		5,300,139	2,075,000	1,935,000	
201	Insurance				
2010	Insurance	38,495	49,000	37,200	This appropriation is intended to cover the payment of insurance premiums on the buildings or parts of buildings occupied by the Authority, as well as for contents, civil liability and professional liability.
<i>Article 201 – Total</i>		38,495	49,000	37,200	
202	Water, gas, electricity and heating				
2020	Water, gas, electricity and heating	634,159	690,000	555,500	This appropriation is intended to cover the payment of water, gas, electricity and heating costs.
<i>Article 202 – Total</i>		634,159	690,000	555,500	
203	Cleaning and maintenance				
2030	Maintenance	349,265	407,000	347,000	This appropriation is intended to cover maintenance costs for premises, lifts, central heating, air-conditioning equipment; the expenditure occasioned the purchase of maintenance products, and by repainting, repairs and supplies. It also covers purchase, rental and maintenance of plants.
2031	Cleaning	291,298	313,000	293,200	This appropriation is intended to cover regular and specific cleaning operations, the purchase of washing, laundry and dry-cleaning products, etc.
<i>Article 203 – Total</i>		640,563	720,000	640,200	
204	Refurbishment of premises/ Fitting-out				
2040	Refurbishment of premises/ Fitting-out	236,424	613,000	353,500	This appropriation is intended to cover the fitting-out of buildings, e.g. alterations to partitioning, alterations to technical installations and other specialist work on locks, electrical equipment, plumbing, painting, floor coverings, etc. It also covers the necessary equipment.
<i>Article 204 – Total</i>		236,424	613,000	353,500	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
2 0 5	<i>Security and surveillance of buildings</i>				
2 0 5 0	Security and surveillance of buildings	592,823	686,000	746,900	This appropriation is intended to cover various expenses concerned with the security of persons and buildings, especially contracts for the guarding of buildings, the purchase, the hire, the lease and the maintenance of security and fire-fighting equipment, the replacement of equipment for fire pickets and statutory inspection costs, including recurrent expenditure on, for instance, badges, access cards etc. It also covers technical assistance.
<i>Article 2 0 5 — Total</i>		592,823	686,000	746,900	
2 0 8	<i>Preliminary expenditure relating to construction, acquisition or rental of immovable property</i>				
2 0 8 0	Preliminary expenditure relating to construction, acquisition or rental	143,580	190,000	333,000	This appropriation is intended to cover the cost of the financial and technical consultancy fees prior to the acquisition and construction of buildings. It also covers technical assistance fees relating to major fitting-out operations for premises.
<i>Article 2 0 8 — Total</i>		143,580	190,000	333,000	
2 0 9	<i>Other expenditure on building</i>				
2 0 9 0	Other expenditure on buildings	596,586	778,000	884,500	This appropriation is intended to cover expenditure on buildings not specifically provided for in the other articles of this chapter, in particular management fees for multiple-tenanted buildings, costs of surveys of premises and charges for utilities (municipal taxes, refuse collection etc.).
<i>Article 2 0 9 — Total</i>		596,586	778,000	884,500	
CHAPTER 2 0 — TOTAL		8,182,769	5,801,000	5,485,800	
2 1	EXPENDITURE ON DATA PROCESSING				
2 1 0	<i>Purchase and maintenance of IT for administration and non operational</i>				
2 1 0 0	Purchase / Maintenance of IT equipment	1,169,250	610,000	382,824	This appropriation is intended to cover the procurement of computing and other similar electronic office equipment and hardware (printers, fax machines, scanners, photocopiers...), including initial equipment with EFSA standard software, installation, configuration and maintenance, which is needed for the operation of the Authority.
2 1 0 1	Purchase/ Maintenance of software	464,371	370,000	498,657	This appropriation is intended to cover the procurement and maintenance of program packages and software necessary for the operation of the Authority.
2 1 0 3	Software development	1,275,023	1,240,000	1,508,291	This appropriation is intended to cover expenditure on IT services to support the organisational activities of the Authority. IT services include IT Requirements Managers, Software Architects, Software Developers, IT Testers, IT Project Managers and IT Infrastructure Specialists.
2 1 0 4	User support	828,959	605,000	842,000	This appropriation is intended to cover expenditure on outside staff and services, for help desk, training and user support activities of the Authority.
<i>Article 2 1 0 — Total</i>		3,737,604	2,825,000	3,222,772	
CHAPTER 2 1 — TOTAL		3,737,604	2,825,000	3,222,772	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
2 2	10. MOVABLE PROPERTY AND ASSOCIATED COSTS				
2 2 0	Technical equipment and installations				
2 2 0 0	Technical equipment and installations	45,848	55,000	40,000	This appropriation is intended to cover the purchase of technical equipment and in particular expenditure on audio-visual, reproduction, archive, library and interpreting equipment. It also covers installations and equipment for handicapped officials.
2 2 0 1	Hire or leasing of technical equipment and installations	150,774	0	0	This appropriation is intended to cover hiring / leasing of technical equipment and in particular expenditure on audio-visual, reproduction, archive, library and interpreting equipment. It also covers installations and equipment for handicapped officials.
2 2 0 2	Maintenance and repair of technical equipment and installations	735	0	0	This appropriation is intended to cover expenditure relating to the maintenance and repair of the equipment referred to in Item 2 2 0 0 as well as the costs for technical assistance. It also covers the maintenance and repair of installations and equipment for handicapped persons.
<i>Article 2 2 0 — Total</i>		197,357	55,000	40,000	
2 2 1	Furniture				
2 2 1 0	Purchase of furniture	39,038	52,000	25,000	This appropriation is intended to cover the purchase of office and specialised furniture, including ergonomic furniture, shelving for archives etc.
2 2 1 1	Hire of furniture	p.m.	p.m.	0	This appropriation is intended to cover the hiring of office and specialised furniture, including ergonomic furniture, shelving for archives etc.
2 2 1 2	Maintenance and repair of furniture	p.m.	p.m.	0	This appropriation is intended to cover the maintenance of office and specialised furniture, including shelving for archives etc.
<i>Article 2 2 1 — Total</i>		39,038	52,000	25,000	
CHAPTER 2 2 — TOTAL		236,394	107,000	65,000	
2 3	CURRENT ADMINISTRATIVE EXPENDITURE				
2 3 0	Stationery and office supplies				
2 3 0 0	Stationery and office supplies	114,579	147,000	102,000	This appropriation is intended to cover the cost of purchasing paper, envelopes, office supplies as well as supplies for reprographics and external printing.
<i>Article 2 3 0 — Total</i>		114,579	147,000	102,000	
2 3 2	Financial charges				
2 3 2 0	Bank charges	500	2,000	2,000	This appropriation is intended to cover bank charges (commission, agios, miscellaneous expenditure) and the cost of connecting to the interbank telecommunications network.
2 3 2 1	Other financial charges	p.m.	p.m.	0	This item is intended to accommodate, if necessary, an appropriation to cover any possible cash differences, loss or depreciation in value of funds and securities.
<i>Article 2 3 2 — Total</i>		500	2,000	2,000	
2 3 3	Legal expenses				
2 3 3 0	Legal expenses	72,600	93,000	235,000	This appropriation is intended to cover preliminary legal costs and the services of lawyers or other experts called in to advise the Authority. It also covers costs awarded against the Authority by the Court of Justice, or other Courts.
<i>Article 2 3 3 — Total</i>		72,600	93,000	235,000	

BL	Heading	B 2014 Executed Commit- ment	B 2015	B 2016	Budget Comment
234	Damages				
2340	Damages	0	0	0	This appropriation is intended to cover expenses for damages and the cost of settling claims against the Authority (civil liability).
<i>Article 234 — Total</i>		0	0	0	
235	Other operating expenditure				
2350	Miscellaneous insurance	9,700	10,000	11,000	This appropriation is intended to cover various types of insurance (mission insurance, third-party liability, insurance against theft, etc.)
2353	Removals and associated handling	0	5,000	0	This appropriation is intended to cover departmental removals and regrouping and handling costs (reception, storage, placing) in respect of equipment, furniture and office supplies.
<i>Article 235 — Total</i>		9,700	15,000	11,000	
239	Publications				
2390	Publications	1,863	12,000	12,000	This appropriation is intended to cover publishing expenses not covered in Title 3, in particular expenses for the publication in the O.J. like for instance of the Authority's budgets, statement of revenue and expenditure,
<i>Article 239 — Total</i>		1,863	12,000	12,000	
CHAPTER 23 — TOTAL		199,243	269,100	362,000	
24	POSTAL CHARGES AND TELECOMMUNICATIONS				
240	Postal charges				
2400	Postal charges	32,500	49,000	46,000	This appropriation is intended to cover expenditure on postal and delivery charges for ordinary mail, on reports and publications, on postal and other packages sent by air, sea or rail.
<i>Article 240 — Total</i>		32,500	49,000	46,000	
241	Telecommunications				
2410	Telecommunication s subscriptions and charges	400,653	219,000	335,000	This appropriation is intended to cover fixed rental costs, maintenance fees, repairs and maintenance of equipment, subscription charges, and the cost of communications (telephone, telex, telegraph, Internet, television, audio-and videoconferencing, including data transmission). It also covers the purchase of directories.
2411	Purchase and installation of equipment	271,563	173,000	297,000	This appropriation is intended to cover expenditure on equipping buildings with cabling, purchase, hire, leasing, installation and maintenance of Telecom equipment and data transmission equipment. It also covers the purchase of mobile telephones and ancillary equipment as well as the cost of technical assistance.
<i>Article 241 — Total</i>		672,217	392,000	632,000	
CHAPTER 24 — TOTAL		704,717	441,000	678,000	
25	GOVERNANCE EXPENDITURE				
250	Governance expenditure				
2500	Management Board meetings	95,914	110,000	102,094	This appropriation is intended to cover travel, subsistence and incidental expenses of Members of the Management Board. It also intended to cover the costs of the infrastructure and technical expenditure related to Management Boards events.
<i>Article 250 — Total</i>		95,914	110,000	102,094	
CHAPTER 25 — TOTAL		94,914	110,000	102,094	
Title 2 — Total		13,156,641	9,553,000	9,915,666	

Table 35: Statement of revenue and expenditure for the financial year 2015 – Title III

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3	OPERATING EXPENDITURE LINKED TO THE AUTHORITY							
3 0	SCIENTIFIC EVALUATION of REGULATED PRODUCTS							
3 0 1	REPRO SCIENTIFIC COOPERATION							
3010	Repro Scientific Cooperation	2,491,096	3,281,198	1,665,000	1,962,435	1,911,000	2,356,200	This appropriation is intended to cover scientific cooperation with Member States organisations. It covers outsourcing of scientific studies and scientific services, preparatory evaluations or reports to scientific or research organisations via grants or contracts as framed by regulation (EC) 178/2002 (specifically Article 36), the relevant sectorial legislations and the relevant provisions of the financial regulations.
<i>Article 3 0 1 — Total</i>		2,491,096	3,281,198	1,665,000	1,962,435	1,911,000	2,356,200	
3 0 2	REPRO EXPERT MEETINGS							
3020	Repro Expert Meetings	4,662,732	4,400,103	4,580,000	4,580,000	4,471,289	4,471,289	Regulation (EC) 178/2002 and in particular Article 28. This appropriation is intended for direct costs incurred linked to the organisation and attendance of meetings by Members of the Scientific Panel, its Working Groups and by independent experts.
<i>Article 3 0 2 — Total</i>		4,662,732	4,400,103	4,580,000	4,580,000	4,471,289	4,471,289	
CHAPTER 3 0 — TOTAL		7,153,828	7,681,302	6,245,000	6,542,435	6,382,289	6,827,489	
3 1	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE							
3 1 1	RASA SCIENTIFIC COOPERATION							
3110	Rasa Scientific Cooperation	7,723,590	6,543,652	5,369,000	4,046,781	4,642,300	5,586,757	This appropriation is intended to cover scientific cooperation with Member States organisations. It covers outsourcing of scientific studies and scientific services, preparatory evaluations or reports to scientific or research organisations via grants or contracts as framed by regulation (EC) 178/2002 (specifically Article 36), the relevant sectorial legislations and the relevant provisions of the financial regulations.
<i>Article 3 1 1 — Total</i>		7,723,590	6,543,652	5,369,000	4,046,781	4,642,300	5,586,757	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3 1 2	RASA EXPERT MEETINGS							
3120	Rasa Expert Meetings	3,535,583	3,411,502	3,922,000	3,922,000	3,824,000	3,824,000	Regulation (EC) 178/2002 and in particular Article 28. This appropriation is intended for direct costs incurred linked to the organisation and attendance of meetings by Members of the Scientific Panel, its Working Groups and by independent experts.
<i>Article 3 1 2 — Total</i>		3,535,583	3,411,502	3,922,000	3,922,000	3,824,000	3,824,000	
3 1 3	CRISIS SUPPORT							
3130	Crisis support	5,000	1,922	10,000	10,000	10,000	10,000	This appropriation is intended to cover a crisis fund to allow the Authority's crisis unit to function instantaneously: e.g. to convene experts, hire infrastructures and equipment, prepare scientific advice, provide data
<i>Article 3 1 3 — Total</i>		5,000	1,922	10,000	10,000	10,000	10,000	
3 1 4	QUALITY MANAGEMENT							
3140	Quality Management	150,170	89,057	270,000	270,000	180,000	180,000	This appropriation is intended to cover the cost to develop, implement, maintain and increase systems and procedures which assure recognized quality standards. It also covers the INEX/ERWG meetings
<i>Article 3 1 3 — Total</i>		150,170	89,057	270,000	270,000	180,000	180,000	
CHAPTER 3 1 — TOTAL		11,414,343	10,046,133	9,571,000	8,248,781	8,656,300	9,600,757	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
34	COMMUNICATIONS							
341	Offline							
3410	Communications activities and materials	648,829	354,805	605,000	605,000	1,145,000	1,145,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended to cover the cost of (1) development of communication campaigns; (2) development of communications/design concepts; (3) development, production and dissemination of communication/information material, in whichever form (i.e. printed, electronic, multimedia, etc., including the sourcing of materials) and (4) any other costs related to the development, implementation and management of communications tools and channels incurred in raising awareness of the Authority
<i>Article 341 — Total</i>		648,829	354,805	605,000	605,000	1,145,000	1,145,000	
342	Cooperation, evaluation & research							
3420	Advisory Forum Working group, Advisory Group on Risk Communications, Evaluation and Media Monitoring	339,160	249,562	367,000	367,000	350,000	350,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended
<i>Article 342 — Total</i>		339,160	249,562	367,000	367,000	350,000	350,000	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3 4 3	SCIENTIFIC COOPERATION							
3430	Scientific Cooperation meetings	198,635	192,186	238,000	238,000	3,000	3,000	This appropriation is intended to cover travel expenses of the members of the Advisory Forum discussion groups as well as the international and interagency cooperation and infrastructure costs associated with these meetings
3431	Focal Point and Grant Agreements	1,514,697	1,373,797	2,020,000	1,501,184	3,220,000	1,660,400	This appropriation is intended to cover scientific cooperation with Member States organisations. It covers outsourcing of scientific studies and scientific services, preparatory evaluations or reports to scientific or research organisations via grants or contracts as framed by regulation (EC) 178/2002 (specifically Article 36), the relevant sectorial legislations and the relevant provisions of the financial regulations.
<i>Article 3 4 3 — Total</i>		1,713,332	1,565,983	2,258,000	1,739,184	3,223,000	1,660,400	
CHAPTER 3 4 — TOTAL		2,701,321	2,170,350	3,230,000	2,711,184	4,718,000	3,155,400	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3 5	HORIZONTAL OPERATIONS							
350	Operational IT Systems							
3500	Operational IT Systems	4,193,657	2,574,181	5,484,000	5,484,000	5,148,195	5,148,195	<p>Regulation (EC) 178/2002 and notably Article 33 and 40, Commission Regulation 2230/2003. This appropriation is intended to cover the IT costs related to support:</p> <ul style="list-style-type: none"> - Collecting, collating, analysing and summarizing relevant scientific and technical data in the fields within the Authority's mission. - The networking with organisations in the fields within the Authority's mission - The delivery of scientific opinions and advices - The submission of applications - The Communication and Outreach activities. - IT costs include purchase and maintenance of hardware, purchase and maintenance of software, acquisition of specialised IT services (IT Requirements Managers, Software Architects, Software Developers, IT Testers, IT Project Managers, IT Infrastructure Specialists). <p>This appropriation also intends covering the cost of archiving and scanning of all types of operational documents collected or produced within the execution of the Authority mandate.</p>
<i>Article 350 — Total</i>		4,193,657	2,574,181	5,484,000	5,484,000	5,148,195	5,148,195	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
351	Operational support							
3511	Translation, Interpretation, Linguistic proofreading and editing	130,000	119,930	150,000	150,000	110,000	110,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended to cover cost of translations, including payments made to the Translations Centre in Luxembourg for all texts directly connected with the implementation of the Authority's work programme. It also covers fees and travel expenses of free-lance interpreters and conference operators including the reimbursement of services provided by Commission interpreters for all meetings directly connected with the implementation of the Authority's work programme. It also cover the proofreading and editing of all public documents at large.
3512	Library	443,700	316,982	449,000	449,000	534,000	534,000	This appropriation is intended to cover the cost of the purchase of books, documents and other non-periodic publications and the updating of existing volumes required by Authority departments. Subscriptions to newspapers, specialist periodicals, journals, papers, statistics, various bulletins, the cost of subscriptions and access to electronic information services and external data bases and the acquisition of electronic media (CD-ROMs, etc.), other specialised publications and library services.

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3513	Mission of staff related to operational duties	671,300	625,673	795,000	795,000	860,000	860,000	Staff Regulations of officials of the European Communities, and in particular Article 11 to 13 of Annex VII thereto. This appropriation is intended to cover expenditure on travel expenses, the payment of daily mission allowances and ancillary or exceptional expenses incurred in carrying out missions, including off-site meetings, by Authority staff covered by the Staff Regulations and by national or international experts or officials seconded to the Authority, if the justification for such a mission is linked to the performance of operational tasks.
3514	Shuttles for experts and staff related to operational duties	946,000	863,921	1,020,000	1,020,000	1,020,000	1,020,000	This appropriation is intended to cover the cost of connecting the seat of the Authority in Parma to the airports for staff going on operational missions, experts and visiting experts for the same purpose. It also covers ad-hoc interurban transport.
<i>Article 3 5 1 — Total</i>		2,191,000	1,926,506	2,414,000	2,414,000	2,524,000	2,524,000	
3 5 2 CONFERENCES & OUTREACH								
3520	Conferences & Outreach	956,901	956,901	1,028,000	1,028,000	970,550	970,550	This appropriation is intended to cover the costs related to Art 40 of (EC) 178/2002 regulation and in particular, but not exhaustively, the expenditure related to the organisation and participation to scientific or corporate conferences/events/public hearings and regular meeting with EU member states representatives and experts. It will also cover all needs linked to promotional and campaign activities to ensure the realisation of objectives outlined in the EFSA Single Programing Document
<i>Article 3 5 2 — Total</i>		956,901	956,901	1,028,000	1,028,000	970,550	970,550	

BL	Heading	B 2014 Commit- ments Executed	B 2014 Payments Executed	B 2015 Commit- ments	B 2015 Payments	B 2016 Commit- ments	B 2016 Payments	Budget Comment
3 5 3	OPERATIONAL DEVELOPMENT							
3530	Operational Developmen t & Control	1,649	1,649	382,000	382,000	855,000	855,000	This appropriation is intended to cover the costs of commissioning studies and services geared to the scientific and business transformation and development of the strategy and prospective relevant to improving EFSA's value, effectiveness and efficiency.
<i>Article 3 5 3 — Total</i>		1,649	1,649	382,000	382,000	855,000	855,000	
CHAPTER 3 5 — TOTAL		7,343,207	5,459,237	9,308,000	9,308,000	9,497,745	9,497,745	
Title 3 — Total		28,612,696	25,118,840	28,354,000	26,810,400	29,254,334	29,080,391	
Grand Total		79,454,583	71,181,666	79,576,000	78,032,400	79,414,000	79,240,057	

Appendix D – Evaluations

With the adoption in June 2014 of the Implementing Rules to the Financial Regulations, EFSA is equipped with a Regulatory framework that integrates ex-ante and ex-post evaluations of significant programmes and activities, in order to improve decision-making. In 2015, EFSA developed its policy approach towards applying these provisions and implemented them by chartering all activity of the Authority by process and project. Furthermore, business cases were updated and developed for transformation programmes and other selected expenditures.

Ex-ante evaluations allow for addressing the business cases, the scope of the programmes, projects or activities when they represent at least 5% of the annual operational budget, the policies and the management objectives that are to be achieved and the link to the Authority priorities.

Ex-ante evaluations in particular cover:

- a) the options available, including the risks associated with them and the priority (low/medium/high); where projects were started prior to 2014, an update of the business case demonstrating the value of the choices made in the prior period was completed.
- b) the results and impacts expected including the indicators and evaluation arrangement needed to measure them;
- c) the most appropriate method of implementation for the preferred option(s); where projects were started prior to 2014, a review of implementation methods was assessed.
- d) the internal coherence of the proposed programme, projects or activity and its relations with other relevant programmes, projects or activities;
- e) the volume of appropriations, human resources and other administrative expenditure to be allocated to each proposal with due regard for the cost-effectiveness principle;
- f) The monitoring, and reporting arrangements which have been standardized across all projects and processes of the Authority.

The above practice will be further specified and verified with the continued maturation and improvement of EFSA's project management methodology.

Ex-posts evaluations cover all programmes, projects or activities where the resources mobilised exceed 10% of the annual operational expenditure of the Authority. In practice, the project methodology requires it even for smaller projects.

Appendix E – Risk Management

Year 2016

An important element of EFSA's strategic planning is the identification and mitigation of the risks to which the organisation is exposed. This is crucial in formulating a risk management strategy that is based on a good awareness and understanding of the risk environment.

In 2016, EFSA will continue to work on the mitigation of the critical and significant risks identified and organised a High Level Risk Management workshop.

1. Mitigation of current risks

The following risk was regarded as critical (i.e. with the potential to threaten the realisation of major objectives, cause serious damage to partners, result in critical intervention at a political level or seriously impact on the organisation's image or reputation):

- 1) Being Static: EFSA inability to maintain itself at the forefront of scientific excellence, hence being progressively lacking behind and out-dated.

Other risks considered as significant also required mitigating actions or additional control in order to bring their potential impact back to acceptable level:

- 2) Being Inept: EFSA lacking expertise, competences and talents externally and internally to deliver prime quality science. Hence, EFSA becoming inept to conduct its mission.
- 3) Risk of Loss of reputation: EFSA becoming a questioned, frequently challenged reference at large, hence defeating its role as authority.
- 4) Being Narrow: EFSA missing the generic risk assessment focus and narrowing down its role, hence becoming irrelevant.
- 5) Being Blind: EFSA not anticipating the evolutions in its role and not envisioning its future positioning and needs, hence being short-sighted.

The mitigation measures tackling the identified risks were integrated in an action plan that was finalised in February 2015 and started to be implemented the same year. Whereas various actions already mitigate the risks in 2015, completion of actions will continue over 2016 for the risks to be reduced at acceptable level.

2. High Level Risk Management workshop

EFSA, beyond the continuing efforts on current risks shall organise an High Level Risk Management workshop in line with the provisions of the Risk Policy that establishes the context and framework for managing risks within the organisation. The workshop shall aim at opening the participation of stakeholders in an endeavour of transparency and enhanced capturing of the high level risks EFSA is confronted to or might be confronted to in a coming future.

ANNEXES

Annex I - Draft Multi-annual Staff Policy Plan 2016-2018 of the European Food Safety Authority

1. The agency's activities

The European Food Safety Authority (EFSA) is the keystone of European Union (EU) risk assessment regarding food and feed safety. In close collaboration with national authorities and in open consultation with its stakeholders, EFSA provides independent scientific advice and clear communication on existing and emerging risks.

EFSA's remit covers food and feed safety, nutrition, animal health and welfare, plant protection and plant health. EFSA's independent scientific advice underpins the European food safety system. EFSA is committed to the core values of scientific excellence, independence, openness, transparency and responsiveness.

Within this general context EFSA identified the following three strategic objectives which the Management Board endorsed in 2013:

Fit for purpose: Increase usefulness to risk managers in their quest for food safety, and provide applicants with a more efficient and predictable regulatory environment.

Sustainability: Step up cooperation with national food safety agencies, European bodies and international organisations to build an EU risk assessment community with a common agenda and streamline EFSA processes.

Trust: Incorporate transparency and openness into our scientific work and engage with society to increase trust in the EU food safety system.

2. Staff population and its evolution

In December 2014, the average occupancy rate (long term Contract and Temporary Agents/Officials) was equal to 95.6%, where Officials and Temporary Agents were at 95.9% (330 occupied posts on 344) while Contract Agents were at 94.5% (104 occupied posts on 110).

Table 1: Overview of all categories of staff

Staff population		Staff pop. actually filled in 31.12.2013 ²	Staff pop. in EU Budget 2014 ³	Staff pop. actually filled at 31.12.2014 ⁴	Staff pop. in voted EU Budget 2015 ⁵	Staff pop. in Draft EU Budget 2016	Staff pop. envisaged in 2017 ⁶	Staff pop. envisaged in 2018 ⁷
Officials	AD	5	5	5	5	5	5	5
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	207	232	210	229	225	222	221
	AST	116	107	15	103	100	96	93
	AST/SC	0	0	0	0	0	0	0
Total ⁸		328	344	330	337	330	323	319
CAG FIV		56	60	58	70	75	75	75
CAG F III		4	6	4	9	11	13	13
CAG F II		43	43	41	40	38	36	36
CAG F I		1	1	1	1	1	1	1
Total CA ⁹		104	110	104	120	125	125	125
SNE ¹⁰		16	20	15	20	15	15	15
Structural service providers ¹¹		111	90	71	60	60	60	60
TOTAL		559	564	520	537	530	523	519
External staff ¹² for occasional replacement ¹³		8		20				

OTHER NOTES:

- 31.12.2013: posts filled include 3 offer letters sent and accepted
- 31.12.2014: posts filled include 7 offer letters sent and accepted

² Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

³ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁴ Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

⁵ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁶ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

⁷ Ibid.

⁸ Headcounts.

⁹ FTE.

¹⁰ FTE.

¹¹ 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 Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the 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. FTE.

¹² FTE.

¹³ For instance replacement due to maternity leave or long sick leave.

– Structural service providers are referred to (2015 FTEs):

- ✓ IT Unit: PM&RS (8), Enterprise Architecture (3), Software Development (0), Quality Assurance (1), Infrastructure (4), Service Desk (8), Application Mgmt & Support (3), B.O. Report Services (1), Business empowerment team (1).
- ✓ Corporate Services (CORSER) and Human Capital and Knowledge Management (HUCAP) Units: Guards (10.5), Cleaning (6), Huissier/Archive, Reception/Post Office (11), Maintenance (2), Building Technical Assistance (0.5), Safety consultant (0.5), Medical Doctor (0.5).

It should be noted that, in accordance with the Staff Regulations Reform, EFSA is aware of the implementation of the new AST/SC type of post. Based on its needs analysis as well as on the interagency consultation to be implemented in the next coming months, EFSA will consider the possibility to progressively convert some AST posts into SC posts.

Table 2: Establishment plan evolution 2014-2018

Category and grade	Establishment plan in EU Budget 2014		Modifications in 2014 in application of flexibility rule ¹⁴		Establishment plan in voted EU Budget 2015		Modifications envisaged in establishment plan 2015 in application of flexibility rule ¹⁵		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		Establishment plan 2018	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AD 15	–	1	–	–	–	1	–	–	–	1	–	1	–	1
AD 14	–	2	–	–	–	2	–	–	–	2	–	2	–	2
AD 13	–	2	–	–	–	2	–	–	–	2	–	2	–	2
AD 12	1	14	–	–	1	15	–	–	1	15	1	16	1	16
AD 11	–	11	–	–	–	11	–	–	–	11	–	11	–	11
AD 10	1	15	–	–	1	16	–	–	1	16	1	17	1	18
AD 9	1	41	–	–	1	41	–	–	1	42	1	42	1	43
AD 8	–	49	–	–	–	53	–	–	–	54	–	54	–	54
AD 7	1	60	–	–	1	58	–	–	1	57	1	56	1	55
AD 6	1	23	–	–	1	20	–	–	1	17	1	15	1	14
AD 5	–	14	–	–	–	10	–	–	–	8	–	6	–	5
Total AD	5	232	–	–	5	229	–	–	5	225	5	222	5	221
AST 11	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 10	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 9	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 8	–	3	–	–	–	3	–	–	–	3	–	3	–	3
AST 7	–	4	–	–	–	4	–	–	–	4	–	4	–	4
AST 6	–	8	–	–	–	8	–	–	–	9	–	9	–	9
AST 5	–	27	–	–	–	29	–	–	–	30	–	30	–	30
AST 4	–	31	–	–	–	30	–	–	–	26	–	23	–	23
AST 3	–	25	–	–	–	25	–	–	–	25	–	25	–	23
AST 2	–	9	–	–	–	4	–	–	–	3	–	2	–	1
AST 1	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total AST	–	107	–	–	–	103	–	–	–	100	–	96	–	93
AST/SC6	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC5	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC4	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC3	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC2	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC1	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total AST/SC	–	–	–	–	–	–	–	–	–	–	–	–	–	–
TOTAL	5	339	–	–	5	332	–	–	5	325	5	318	5	314

¹⁴ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

¹⁵ Ibid.

3. Annual staff-related expenditure in 2014

Table 3: Annual staff-related expenditure in 2014, in absolute terms and as a percentage of the overall administrative expenditure

	Executed budget 2014 ¹⁶ per source of revenue			Executed budget 2014 ¹⁷ broken down by titles			
	EU Budget (1)	Other sources ¹⁸ (2)	Total (3=1+2)	Title 1 ¹⁹ (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)	34,472,886	0	34,472,886	34,472,886	0	0	34,472,886
of which establishment plan posts (officials, TA)	28,011,201	0	28,011,201	28,011,201	0	0	28,011,201
of which external personnel (CA, SNE and External staff for occasional replacement)	6,227,023	0	6,227,023	6,227,023	0	0	6,227,023
of which structural service providers	234,663	0	234,663	234,663	0	0	234,663
Other support/administrative expenditure (2)	16,369,000	0	16,369,000	3,212,359	13,156,641	0	16,369,000
Expenditure related to staff recruitment	375,125	0	375,125	375,125	0	0	375,125
Socio-medical infrastructure	1,314,654	0	1,314,654	1,314,654	0	0	1,314,654
Training costs	678,623	0	678,623	678,623	0	0	678,623
Mission costs	142,137	0	142,137	142,137	0	0	142,137
Information and publishing	1,863	0	1,863	0	1,863	0	1,863
Studies/Surveys/Consultations	614,125	0	614,125	614,125	0	0	614,125
IT costs	3,934,960	0	3,934,960	0	3,934,960	0	3,934,960
Experts costs	0	0	0	0	0	0	0
Postage / telecommunications	704,717	0	704,717	0	704,717	0	704,717
Translation and interpretation costs	24,000	0	24,000	24,000	0	0	24,000
Meetings/ Conferences/ Receptions / Events	159,610	0	159,610	63,695	95,914	0	159,610
Auditing and evaluation	0	0	0	0	0	0	0
Running costs	187,679	0	187,679	0	187,679	0	187,679
Rental of buildings and associated costs	8,182,769	0	8,182,769	0	8,182,769	0	8,182,769
Research and Development / Innovation	0	0	0	0	0	0	0
Movable property and associated costs	48,738	0	48,738	0	48,738	0	48,738
Other (please specify)	0	0	0	0	0	0	0
% share of salaries, allowances expenditure (1)/(2)	211%		211%				
Other operational costs (3)	28,612,696	0	28,612,696	0	151,819	28,460,878	28,612,696
Experts costs	9,387,865	0	9,387,865		1,649	9,386,216	9,387,865
Research and Development / Innovation	11,729,382	0	11,729,382	0	0	11,729,382	11,729,382
Meetings / Conferences / Receptions / Events	956,901	0	956,901	0	0	956,901	956,901
IT costs	4,193,657	0	4,193,657	0	0	4,193,657	4,193,657
Communication on risks	949,723	0	949,723	0	0	949,723	949,723
Library / Document management	593,869	0	593,869	0	150,170	443,700	593,869
Operational Mission costs	671,300	0	671,300	0	0	671,300	671,300
Translation and interpretation costs	130,000	0	130,000	0	0	130,000	130,000

¹⁶ Final executed budget (in commitment appropriations) including carry-overs to 2015, EFTA and third and candidate countries contributions

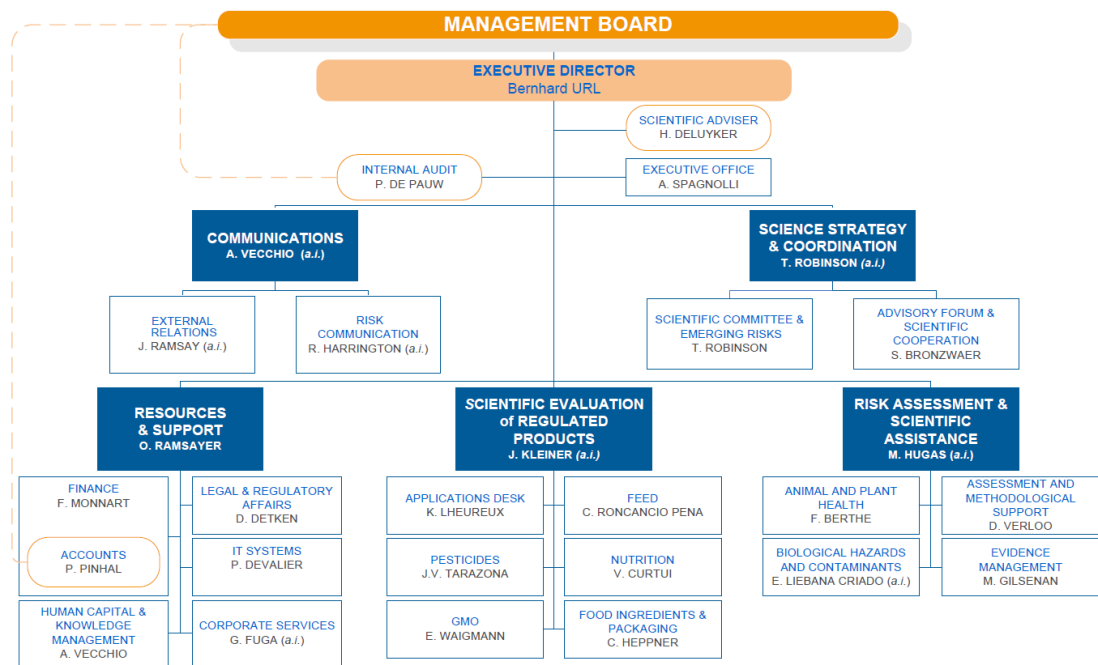
¹⁷ *Ibid.*

¹⁸ Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution

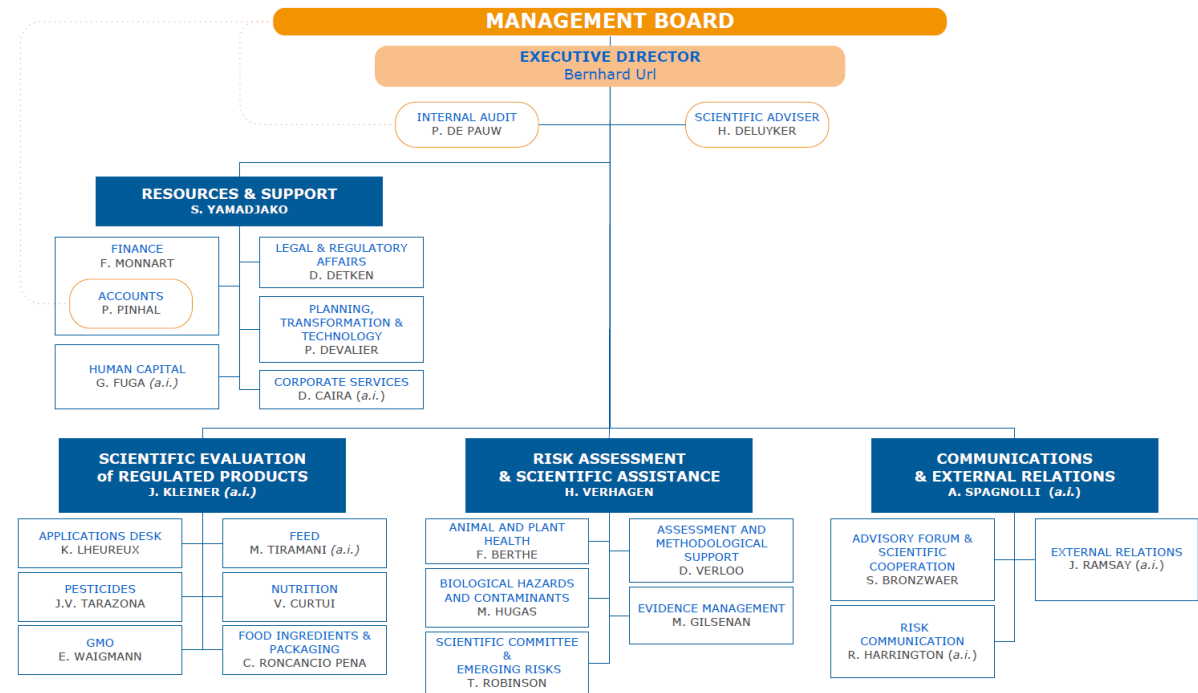
¹⁹ The total of figures presented under columns "Title 1", "Title 2" and "Title 3" should add up and equal the execution on each title of the budget

4. Organisation and organizational charts at 31.12.14 and 01.11.15

31.12.2014



01.11.2015



Org. Structure 01/01/2015	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	12	5	5	4	17	9	0	0
ED (incl. "ED Pot")	0	0	10	5	5	4	15	9	0	0
INT. AUDIT	0	0	2	0	0	0	2	0	0	0
SCISTRAT Total	1	0	26	2	11	3	38	5	4	0
SCISTRAT Off.	0	0	2	0	0	0	2	0	0	0
SCISTRAT P&M	0	0	5	0	1	0	6	0	0	0
SCER	1	0	11	2	5	1	17	3	0	0
AFSCO	0	0	8	0	5	2	13	2	4	0
REPRO Total	1	0	112	0	35	7	148	7	5	0
REPRO Off.	0	0	2	0	0	0	2	0	0	0
REPRO P&M	0	0	6	0	3	0	9	0	0	0
APDESK	0	0	5	0	5	1	10	1	0	0
PRAS	0	0	35	0	13	5	48	5	3	0
GMO	1	0	17	0	4	0	22	0	0	0
FEED	0	0	15	0	3	0	18	0	1	0
NUTRI	0	0	11	0	2	0	13	0	0	0
FIP	0	0	21	0	5	1	26	1	1	0
RASA Total	1	0	75	5	20	2	96	7	3	0
RASA Off.	0	0	4	0	1	0	5	0	0	0
RASA P&M	0	0	7	0	0	0	7	0	0	0
ALPHA	0	0	15	0	5	0	20	0	3	0
BIOCONTAM	0	0	21	1	3	0	24	1	0	0
AMU	1	0	14	2	2	0	17	2	0	0
DATA	0	0	14	2	9	2	23	4	0	0
COMMS Total	0	0	25	3	12	0	37	3	0	0
COMMS Off.	0	0	3	0	0	0	3	0	0	0
COMMS P&M	0	0	2	0	0	0	2	0	0	0
EXREL	0	0	7	1	2	0	9	1	0	0
RISCOM	0	0	13	2	10	0	23	2	0	0
RESU Total	2	0	89	2	37	1	128	3	2	70
RESU Off.	1	0	7	0	1	0	9	0	0	0
RESU P&M	0	0	0	0	0	0	0	0	0	0
FIN	1	0	15	0	7	0	23	0	0	0
FIN-ACCOUNT	0	0	2	0	1	0	3	0	0	0
HUCAP	0	0	17	2	8	1	25	3	1	0
LRA	0	0	9	0	0	0	9	0	1	0.5
IT	0	0	18	0	7	0	25	0	0	40
CORSER	0	0	21	0	13	0	34	0	0	29.5
	5	0	339	17	120	17	464	34	14	70
2015 reduction to be distributed			-7				-7			
2015 Est. Plan			5				332			
			120				457			
			20							

5. Overview of the situation over the years 2016-2018

5.1. New tasks

For the overall 2016–2018 period new areas of risk assessment are emerging, such as in novel foods and at the interface between animal and public health. In addition, new areas as environmental risk assessment, post-market monitoring, risk-benefit and efficacy assessment have been identified.

EFSA also plans to canalise the efforts towards the implementation of a new portfolio of multi-annual projects which aims to deliver the three strategic objectives described above that represents approximately 10% of its resources. In particular, the multi-annual projects aimed at improving EFSA's sustainability and at contributing to the efficient allocation of its staff are described below under point 5.3 Efficiency gains.

5.2. Growth of existing tasks

A substantial increase in the workload on novel foods is expected from 2016 onwards as the new novel foods regulation envisages a centralised risk assessment for all applications and a notification procedure for traditional foods from third countries. With the implementation of the regulation on foods for special medical purposes, the NDA Panel is expecting to evaluate applications in this area from 2016 onwards. EFSA also foresees to play an increasing role in providing data analysis and scientific advice to help risk managers to respond to food-borne outbreaks and assisting with the tracing of foods.

Risk assessment of GMOs will increasingly involve evaluation of all hypothetically possible sub-combinations of multiple-stack events. This requires the development of risk assessment strategies. In addition, guidelines for the risk assessment of GMOs at low level presence will be developed.

Increasing demands for openness and transparency in the risk assessment process and a customer approach to risk manager requirements as well as better services to applicants are also foreseen in the coming years.

5.3. Efficiency gains

Within the EU multiannual financial framework 2014-2020 the outcome for EFSA, considered as a "cruising speed" agency, is a 10% reduction of its establishment plan posts. This means a reduction of seven posts per year over the period 2015-2017 and four posts in 2018.

In 2015 efficiency gains are planned to be obtained in the areas of support and governance and a reduction of 6 FTEs (assumption: 1 FTE = 1 post) is expected. The reduction allows for the absorption of 6/7 of the total establishment plan posts reduction required by the budgetary authority. At the same time EFSA will maintain its efforts on innovation and transformation that will allow for further efficiency gains in the coming years (16 FTEs in 2016 and 11 FTEs in 2017).

As part of the portfolio focusing on the improvement of EFSA's target of sustainability, the following two projects aim at streamlining EFSA's internal processes and therefore will contribute to the achievement of the requested efficiency gains:

TALENT MANAGEMENT

EFSA is taking a strategic approach to its workforce requirements, with an emphasis on attracting, developing and rewarding staff and scientific experts. The project scope includes the revision of the staff and expert life cycle to bring it in line with good practice, supported by best-of-breed technology, hence targeting reductions in the time and cost to hire. In addition the project scope includes the reinforcement of the EFSA's perception as an attractive place to work and thus able to improve the quantity and quality of prospective staff and experts.

STEP 2018

EFSA continually strives to improve the quality and efficiency of its work processes and outputs. The project "STEP 2018" launched in 2014 will improve efficiency and compliance in transactional processing through centralisation in four specific areas of EFSA's business (finance and compliance; sourcing; strategy building; planning, analysis, monitoring and reporting). Targets 2015-2017 are related to the implementation of a new strategic planning and controlling function and to the increase of the percentage of staff dedicated to operational activities (from 74% in 2015 to 75% in 2016).

5.4. Negative priorities/Decrease of existing tasks

For the overall 2016-2018 period, EFSA does not envisage any significant reductions in existing tasks.

5.5. Redeployment of resources in view of budgetary constraints

A gradual review and update of a number of human capital policies and the build-up of strategies, administrative and managerial practices and documents is supporting the development and retention of competencies and key-knowledge talents as a measure to achieve a higher budgetary efficiency.

As of 2012 EFSA has decided to shift the focus of its HR policies from the acquisition of outside competences to career development and retention of internal competences.

A clear indication of the organisational capacity to retain key talents in 2014 is exemplified by 12 vacant posts which have been offered to successful internal applicants following the closure of external selection procedures. Additionally, more than 21 internal transfers have been organised considering staff's career aspirations. Further detail is developed in section 6.6 on Mobility.

Following the full design and implementation of a Career Development model with its key driver, "attract, develop and retain talents", in 2014 the first EFSA Competency Library has been issued. This version contains a full list of behavioural competencies (24) assigned by Job Category. The purpose is to provide transparency for staff so that they know what is expected of them, and for EFSA and managers to ensure that key behaviours for success can be measured in a harmonised way across the Organisation.

The future evolution of the Library foresees the inclusion of technical competencies and the full deployment of the Library at the core of EFSA's Talent Management approach; this will mean ensuring competencies are the essential input for all people management processes – from Planning resources to Selecting and Developing them in line with EFSA's strategy.

The key priorities in the budget for Promotions have been and will continue to be focused on misalignments between grades and assigned tasks and responsibilities. The mapping of potential risks in terms of weak career development opportunities would become an essential input in the process, transforming it into a qualitative rather than quantitative discussion which would be reflected in talent management processes.

Concerning the staff attribution to Activity Pillars, EFSA is adopting, from 2014 onwards, the EC methodology that foresees 3 organisational roles i.e. Operational, Administrative support and Coordination to which the Neutre role adds on.

In 2014 this results in allocating around 73% of FTEs to Operational roles and around 27% of FTEs to non-operational roles (17% Administrative support, 3% Coordination and 7% Neutre). The Neutre role supports and participates to both operational and overhead activities (not being neither pure operational nor overhead). This allocation takes into account the total number of posts related to Statutory Staff (Officials, Temporary Agents and Contract Agents, Seconded National Experts).

According to the new EC Methodology, also external providers and consultants²⁰, interims and trainees will have to be counted. This decreases the percentage of operational roles (many of IT consultants are Helpdesk assistants and CORSER service providers which is part of the Administrative support).

It should be noted that the application of the EC methodology determines a distribution of FTEs allocation to activity pillars not purely based on EFSA's organisational structure but also to the activity performed by the staff.

²⁰ Not all consultants and external providers are counted. This depends on a set of conditions given by the EC Methodology (e.g. office space, at least 3 months contract, personal extension number etc.)

6. Staff policy followed by the agency

6.1. Recruitment policy

6.1.1. Statutory Staff (Officials, Temporary Agents, Contract Agents)

The creation and retention of more efficient external Reserve Lists via the publication of combined calls based on transversal competencies, thereby optimizing the time and resources invested in recruiting people.

In order to achieve the requested targets of reduction in the Establishment Plan posts in the coming years, a specific and analytical post management analysis is being implemented next to the efficiency initiatives. This in order to constantly monitor and ensure the right post allocation and, taking into account possible turnover rates, to define which freed posts could be phased out, upgraded or redeployed.

EFSA's recruitment strategy for statutory staff (Officials, Temporary Agents, Contract Agents) is based on three main principles:

Principle 1: support the EFSA's transformation into an Open Science organisation with the aim to strengthen the Authority's mission in particular the openness and transparency principles.

Principle 2: Develop a talent acquisition process via streamlining the recruitment procedure and eliminating non-value steps while improving EFSA's positioning in sourcing top talent across Europe and an ensuring efficient and bias-free selection process.

Principle 3: Develop a competency-based approach to recruitment and selection, involving careful assessment of competencies and job roles in line with the identified business needs. Prior to the publication of the external call, an analysis of the in-house talents is performed in view of the possible internal redeployment and requalification of EFSA staff members, thus creating career development opportunities and boosting the motivation, knowledge and experience of internal staff.

The recruitment procedure itself, as laid down in the Staff Regulations, has been streamlined to avoid unnecessary down times (significantly reducing the overall lead time) and to optimise resources involved. A number of improvement measures have already been implemented, among which the following:

- Introduction of a mandatory Conflict of Interest assessment for Selection Board members regarding candidates they may know in a professional or personal capacity, and therefore strengthening the transparency and fairness of the recruitment procedure.
- In line with Articles 11 and 11a of the SR/Articles 11 and 81 of CEOS and upholding EFSA's value of independence, before recruitment the AIPN examines whether the candidate has any personal interest such as to impair his/her independence or any other conflict of interest. All reserve list candidates, using a specific form (DoI) are required to inform the AIPN for any actual or potential conflict of interest. In such cases, the AIPN shall take this into account in a duly reasoned opinion and, if necessary, take mitigating measures as appropriate.
- Disclosure of the names of the Selection Board according to the Ombudsman's recommendation.
- Integration of a Talent Screener section within the application tool process to facilitate comparative assessment and recruitment of best talent.
- Introduction of the so called 'combined calls' for transversal competencies where reserve lists could be used for filling in vacant posts across all EFSA Department/Units, therefore reducing the fragmentation effect in sourcing talent and increasing organisational efficiency.

- Introduction of an evaluation survey at the end of selection procedures for Selection Board members with the aim to share their views on the process and gather feedback for continuous quality monitoring and improvement measures.
- Redrafting of a number of communication materials which candidates receive (invitation emails, information documents sent as attachments, offer letter, etc) in view of improving overall presentation and structure, and therefore attractiveness of EFSA as an employer.
- Publication of Frequently Asked Questions on EFSA website together with an automatic email reply to the recruitment functional mailbox, increasing candidates' satisfaction with the organisation and contributing to efficiency.
- Introduction of a revamped user friendly vacancy notice contributing as well to the enhancement of EFSA's attractiveness as an employer.

In addition to the above, EFSA commits to further enhance its talent acquisition and retention practices in the short-term by taking the following concrete initiatives:

- Develop the employer branding strategy to position EFSA as an employer of choice and reflect EFSA's value proposition in all communication with potential candidates. This will contribute to sourcing and retaining top talent for EFSA's business needs.
- Introduce a targeted dissemination approach to the publication of vacancies via a clear step-wise process: 1) defining the vacancy profile; 2) defining the target group; 3) selecting the most appropriate media channels to reach the target audience. This will help reach and attract even those 'passive' candidates (not in active job search), who are among the best talent in their respective fields.
- Enhance the competency-based approach and integrate it within the different stages of the recruitment process – from performing an assessment of the profile based on competencies and the required business needs, through competency profiling in the publication of combined call, to introducing competency-based structure during the interview stage.
- Design and deliver tailor-made training for Selection Board members with the objective to develop their competences as competitive recruiters.
- Develop and align Team Leaders' competences across the organisation by engaging them in 'Development Centres' within the first year of nomination.
- Develop on-going systems to monitor employee feedback, engagement and morale issues.

EFSA has also performed a job screening to rationalise and provide transparency on the Job Family and Job Category's classification. While the list below recaps the typical grades at which each Job Category is filled, EFSA's Career Development model foresees three different career paths based on EFSA's needs and career aspirations of staff: consolidating competencies, transversal career path and vertical career path. The latter is made possible through the assignment of staff members to a higher job category, typically when they belong to one of the top grades of their relevant bracket, which occurs within the Performance Dialogue. Once the Reporting Officer identifies the business need and the potential, he/she can set challenging objectives and Learning&Development Plan; after one year this is assessed within Talent Review Meetings and decisions are taken to recognise the staff member as able to perform in a 'stretch assignment'²¹.

- Assistant Jobs family:
 - Assistant Job Category (staff carrying out administrative, technical or training activities such as assistance and/or secretariat requiring a certain degree of autonomy): typically these posts are filled by grades SC1-SC2, AST1-AST3; FGI.1-3; FGII.4-7 and on the longer term mainly by FGI.1-3; FGII.4-7.

²¹ The actual increase in job category remains strictly correlated with the publication of external calls or with the annual promotion exercise.

- 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, communication, following advice from the hierarchy. Technical assistants may also provide assistance in general and budgetary processes, as well as coordinate administrative work.): typically these posts are filled by grades AST4-AST9; FGIII.8-12.
- Senior Assistant Job Category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination): typically these posts are filled by grades AST10-AST11.
- Operational Jobs family:
 - Junior Officer Job Category (staff providing junior officer expertise in a specific field of knowledge, e.g. junior legal officer, junior scientist, etc): typically these posts would be filled by AD5; FGIV.13.
 - Officer Job Category (staff providing officer expertise in a specific field of knowledge, e.g. legal officer, scientist, etc): typically these posts would be filled by AD6-AD7; FG IV.14-18.
 - Senior Officer Job Category²² (staff providing senior officer expertise in a specific field of knowledge, e.g. senior legal officer, senior scientist, etc): typically these posts would be filled by AD8-AD9.
 - Lead Officer (staff providing top level expertise in a specific field of knowledge, recognised both internally and externally to the Organisation): typically these posts would be filled by AD9-AD12.
- Management Jobs family:
 - Manager Job Category (staff providing managerial expertise in the definition of the Organisation strategy, e.g. Head of Department and staff providing managerial expertise in the implementation of the Organisation strategy, e.g. Head of Unit): typically these posts would be filled by AD9-AD14.
 - Senior Manager Job Category (Executive Director): typically this post would be filled by AD14-AD15.

In accordance with the Staff Regulations Reform, EFSA has approved and is already applying the new implementing rules for temporary staff for Agencies (TA2f) thus ensuring a more consistent staff policy.

Concerning the duration of employment, Temporary Agents and Contract Agents (long term) are currently offered a five years contract, renewable for another time limited period not exceeding five years. These Contracts can be converted into contracts of indefinite period after the second renewal. All renewal contracts 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 plans to recruit a total of 15 short-term Contract Agents (Function Group IV) to be allocated to its scientific Departments by 2016²³ ensuring the principle of budget neutrality. This engagement of staff will allow EFSA to keep an adequate degree of flexibility both in view of the progressive transformation of its population from temporary to indefinite contract duration (this because of second contract renewals leading to indefinite contracts) and of the temporary coverage of annual or multiannual project needs. EFSA, in preparing the draft budgets is committed to ensuring that the budget ceilings provided by the Commission are complied with. The increase of 10 CA's in the budget 2015, as approved by the Management Board, does not at all enter into a balancing logic between staff categories but follows strict criteria of resource

²² Although in specific cases staff holding AD8 grade could cover a similar level of responsibility

²³ Short-term CA may be engaged under their first contract for a fixed period of at least three months and not more than five years.

efficiency and financial capacity availability. Instead of outsourcing certain operational tasks and seen that such outsourcing is not allowed for core tasks of EFSA, it was therefore decided to adjust the number of CA's for operational reasons, inter-alia to address the structural backlog observed in certain areas.

In particular, EFSA will dedicate increasing resources to this activity over the period 2016-2018 to progressively decrease the stock of on-going evaluations and the backlog on the review of the existing MRLs for all active substances which currently amounts to 275 questions that are planned to be resolved by 2020. In 2016 the current Article 12 backlog (review of MRLs of all active substances) will be reduced by 15 % and for Article 10 MRLs (setting of a new MRL or modification of an existing MRL) EFSA will meet the legal deadlines, supported by the deployment of additional scientific staff. PRAS has set targets for the reduction of the MRL backlog in 2016 at 237 questions.

FIP Unit will establish a 2016-2021 multi-annual work programme together with the European Commission to assess by 2020 the 304 applications for food enzymes that have been submitted to the EC. The plan requires additional resources to be allocated to the unit together with the optimisation of the ANS Panel methods of working.

High volumes of activities linked to the re-evaluation of authorised food additives, in particular some food colours, preservatives and/or antioxidants, are expected to be finalised according to the deadline agreed with the Commission thanks to the resources that have been allocated to the relevant units (FIP and DATA).

6.2. Non Statutory Staff²⁴

6.2.1. Seconded National Experts (SNEs) and National Experts on Professional Training (NEPTs):

The objective is to foster the exchange of experience and knowledge of the European Food Safety Risk Assessment working methods and to widen the expertise network. In full compliance with EFSA's ED Decision of 18 February 2013 laying down the rules on SNE and NEPT, seconded experts can be seconded to EFSA from a minimum of six months to a maximum of four years, while experts on professional training have the opportunity to stay from a minimum of three to a maximum of five months.

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

6.2.2. Short-term Attachment (Guest Scientist) – A New Form of Staff Exchange

As from 2014 EFSA is developing other routes for two-way exchange (swap) of experts with public administrations and public institutions (EU agencies and institutions, EU Member states, international and third countries risk assessment organisations) with the purpose to establish a more flexible short-term form of staff exchange aimed at further enhance the scientific cooperation.

This new option allows for a short-term attachment of external scientific experts to EFSA as well as for the exchange in the opposite direction - EFSA seconding staff to its counterpart Member States institutions - for a short period of time. The duration of each particular exchange determined in agreement between the partner institutions and is as short as five days and beyond, depending on the scope and objective of the specific exchange.

The 'guest scientist' attachment doesn't oblige the host institution to any financial contribution and is expected to further enhance the exchange of scientific knowledge and expertise, as well as the harmonisation of methodologies in the area of risk assessment.

²⁴ NB Structural service providers are not employed by the agency.

6.2.3. *Traineeships:*

The objective is to enable trainees to gain practical experience in the daily work of the Authority's Departments and in addition to put into practice the knowledge they have acquired during their studies, in particular in their specific areas of competence. In full compliance with EFSA's ED Decision of 18 February 2015 on the traineeship and short-term study visit schemes at EFSA, the traineeship may last from a minimum of six months to a maximum of twelve months.

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

6.2.4. *Interims:*

In compliance with both the EU legal framework and Italian Labour Legislation, EFSA's policy is intended to rely on Interim services only for a restricted number of situations and for very limited periods of time, indeed as of 2013 EFSA is considerably reducing the resources allocated for such a purpose. In addition, the Interim services framework contract signed in 2013 has introduced a broader spectrum of skills with the aim to include more technically specialised staff beside the administrative support functions.

EFSA holds a framework contract managed by HUCAP Unit, which has been concluded with an "Agenzia Interinale" selected via a public call for tender in order to purchase Interim services. The types of Interim services that can be deployed are the following:

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

On top of very exceptional cases EFSA is employing interim staff solely for replacements of absent staff members resulting from maternity leave, parental leave and sick leave.

6.2.5. *Structural Service Providers*

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

Basic act: Council Regulation (EC) 178/2002 (EFSA Founding Regulation)

Financial Regulation: Council regulation (EC, EURATOM) n. 966/2012, Title V

Rules of application: Commission Regulation (EC, EURATOM) n. 1268/2012

Table 4: Tasks performed by service providers

Enterprise Architecture	Enterprise architecture (EA) is a strategic planning process that integrates business and IT strategy to improve both financial efficiency and business effectiveness
Software Development	Developing software applications to meet business needs
Quality Assurance	It is the systematic measurement, comparison with a standard, monitoring of processes and an associated feedback loop that confers error prevention.
Infrastructure	Manage services, e mail services, Storage services, archiving, to support EFSA IT operation
Service Desk	a primary IT service to meet the communication needs of both Users and IT employees, single point of contact, incident management
Application Mgmt&Support	Ensure that IT Systems in operations fulfill the day-by-day expectations of the business users
B.O. Report Services	Develop and maintain business reports on demand
Guards	A. Physical security services 24h/day; B. Support to emergency procedures; C. Transport and offsite storage of EFSA' s sensitive items; D. On demand services.
Cleaning	Provide cleaning services of offices in EFSA on weekdays and, on request, on Saturdays and during official holidays of the "Authority"; provide all cleaning products (detergents, glass cleaner, disinfectant, wax, etc..) and tools operational supply and distribute all consumer products (eg toilet paper, paper towels, soap, trash bags, etc ...); supply and install sanitary accessories; monitor, inspect and organize the cleaning services (times, personnel , etc ...); to perform rodent control, pest control of small insects; provide washing and ironing of various textile materials.
Huissier/Archive	Execute the set-up of meeting rooms and common spaces according to EFSA needs, and provide logistical support to events and meetings. Ensure secure professional management of EFSA records (administrative and scientific documents), including on-site treatment of paper archives as well as the provision of external storage.
Receptionist/Post Office	Provide a professional Reception service, welcoming visitors and managing incoming phone calls to ensure the high level of the corporate image of EFSA and a complete service of receipt, registration, distribution and expedition of mail to EFSA Staff every working day of the year.
Maintenance	Maintenance of the building and all its facilities.
Safety Consultant	A. Advising and support EFSA on compliance with relevant Health & safety legislation and in particular with the Italian decree D.Lgs.81/08; B. Undertaking periodic safety inspections in all the workplaces and producing a written report; C. Organising periodic fire and emergency evacuation drills in cooperation with the Emergency Team; D. Participating in the periodical H&S meetings organised by the H&S Committee.
Building Technical Assistance	Facilities Management Consultancy services in the Infrastructure and Support: 1. Civil Engineer (structural) 2. Electrical Engineer 3. Thermo-Hydraulic Engineer 4. Security Engineer 5. Safety Consultant 6. Interior Designer 7. Environmental Engineer
Medical Doctor	The Medical doctor is assigned to responsibilities related to the workplace, such as: A. Preventive Medicine (annual medical visits, annual anti-flu campaign (link to the news), etc.); B. Occupational Medicine (consultations with staff, assessment of workstations, ergonomics, compliance with health and safety requirements); C. Travel Medicine and Dispensary Care (vaccinations for staff travelling on mission); D. Networking and Committees (Health & Safety Committee, inter-institutional Medical College, liaison with Medical Advisers of EU Institutions/Agencies); E. Medical Files; F. Pre-employment Medical Visits

6.3. Benchmarking of the key functions in the agencies

■ Key functions (examples)	■ Type of contract (official, TA or CA)	■ Function group, grade of recruitment (or bottom of the brackets if published in brackets)	■ Indication whether the function is dedicated to administration support or policy (operational)
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The list of examples is provided in the Annex 1.

6.4. Appraisal of performance and promotion/reclassification

While the key elements of EFSA's Performance Management system integrated within the Career development model have not changed, the 2014 Performance Dialogue exercise has marked:

- the full automation of the Performance Dialogue exercise
- the roll out of Talent Review Meetings at EFSA

To support the smooth running of people management processes, EFSA has further enhanced its IT tools and simplified the administrative processes by integrating for the first time in 2014 the appraisal part in its Performance Dialogue Console.

Thanks to this, EFSA has fully aligned with legal requirements and this has made it possible to extract all information (from career development to performance) and guide possible career and promotion opportunities in a more accurate and efficient way.

As regards Talent Review Meetings, their purpose is to reinforce the annual dialogue between management and staff members by highlighting the link with Career Development of staff and promoting that all staff takes the time to reflect on their career aspirations while keeping updated on EFSA's business needs and evolutions.

Decisions on the promotion and reclassification in grade have been implemented for Temporary Agents, Officials and Contract Agents who are eligible in accordance with the Implementing Rules.

The outcome of the 2014 promotion/reclassification exercise resulted in 20 statutory staff members in total being promoted/reclassified (corresponding to approximately 5% of eligible staff), distributed as follows: 17 Temporary Agents and 3 Contract Agents (out of the final list of 21 staff members promoted pending third language, 1 did not meet the Third Language requirement before 31/12/2014).

For the coming years the estimation is to check the promotion rates so as to respect as much as possible rates indicated in Annex IB of the Staff Regulations, following the assessment on the availability of the necessary budgetary resources and vis-à-vis the appraisal philosophy that EFSA wants to implement, i.e. focusing the reward on top performers of the Organisation. Following this as well as Commission's indications, this is mirrored in 2015 promotion rate that has been increased (as it will be shown by next year's MSPP). Following changes to Staff Regulations, promotion rules will be adapted to take into account the Commission's approach when EFSA's Implementing Rules will be available for all staff categories in EFSA.

Table 5: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted / reclassified in 2014		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1			
AD 12		3			
AD 11		9			
AD 10		8			
AD 9		29			
AD 8		49		2	7.64
AD 7	3	40		3	6.17
AD 6	2	50		6	5.59
AD 5		16			
Total AD	5	205			
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6					
AST 5		11			
AST 4		34		5	6.27
AST 3		19		1	5.08
AST 2		42		1	6.04
AST 1		7			
Total AST	0	115			
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0			
Total	5	320			

Table 6: Reclassification of contract staff

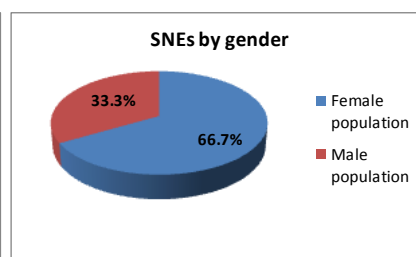
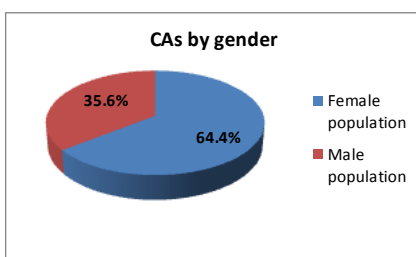
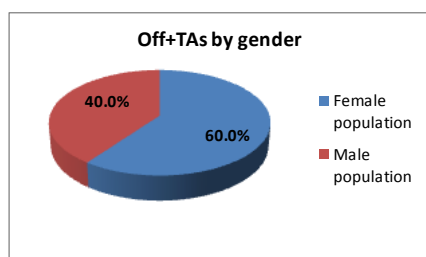
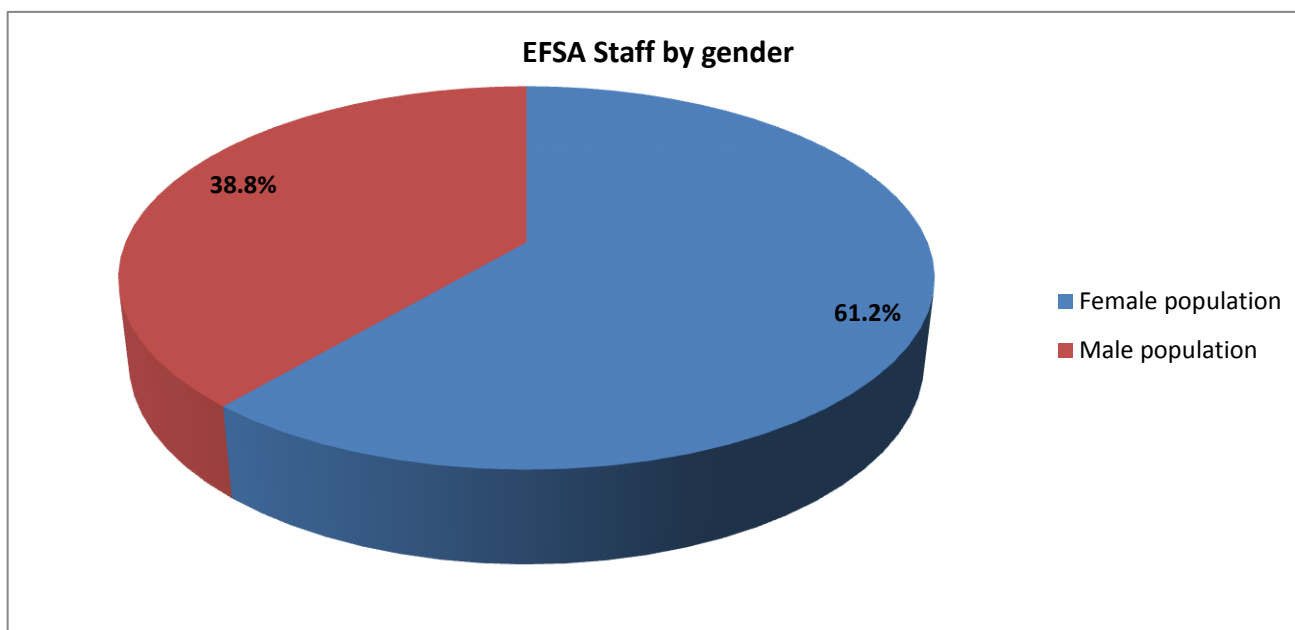
Function Group	Grade	Staff in activity at 1.01.2014	How many staff members were reclassified in 2014	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	3		
	15	1		
	14	37	1	6.42
	13	14		
CA III	12			
	11			
	10			
	9	2		
	8	2		
CA II	7			
	6			
	5	24		
	4	19	2	4.98
CA I	3			
	2	1		
	1			
Total		103		

6.5. Gender balance (31.12.2014)

The overall gender balance among EFSA 's staff – as depicted in the graphs below – shows a female prevalence; such a majority is more marked among CAs and SNEs, while a 50–50 ratio is maintained for management positions only.

As a measure to promote equal opportunities, the terms of the vacancy notices published 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 try to follow as much as possible a gender balanced structure of its staff, at the time of the appointment of the successful incumbent. In particular, EFSA has introduced a verification step at the end of each selection procedure to assess the impact of the potential recruitment in terms of gender and nationality balance.



6.6. Geographical balance (31.12.2014)

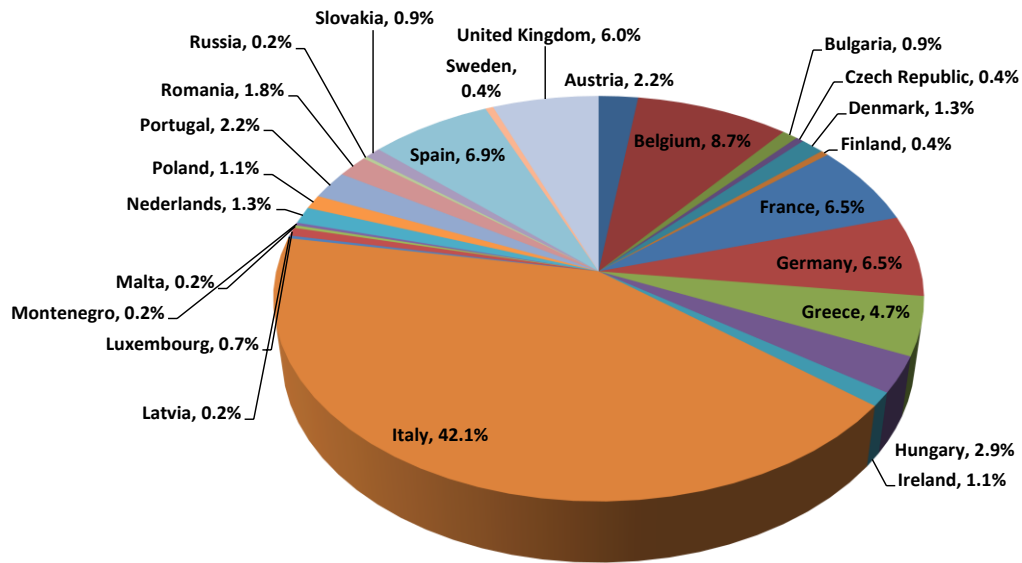
EFSA's recruitment policies are designed to attract and retain the best competences to support the delivery of its work plan, with no discrimination with regard gender and geographical balance, in compliance with the Staff Regulations.

Among the implementing measures in place, to be notably mentioned the following:

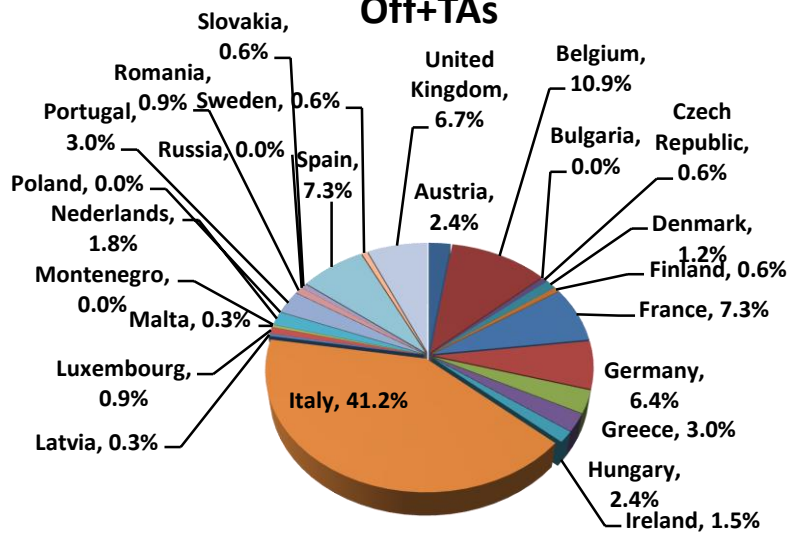
- to promote equal opportunities, the terms of the vacancy notices published prevent any kind of discrimination and the Selection Board's composition is balanced as far as possible.
- a broad dissemination of vacancy notices through the publication in the specialized international press as well as in the relevant social media;
- a close collaboration of EFSA management with the Board of European Schools and the management of the Scuola per l'Europa in Parma to ensure that staff members' children enjoy multilingual top quality education (i.e. candidates with children will not refrain from applying if they know that excellent multilingual education opportunities are offered in Parma).

Moreover, as keystone of European Union food and feed safety risk assessment, EFSA provides a sound foundation for European policies and legislation, which benefit citizens directly by ensuring a high level of food safety and consumer protection. Hence, this citizens' dimension is reflected in the way how EFSA's is functioning and is an integrated part of EFSA's governance and working practices.

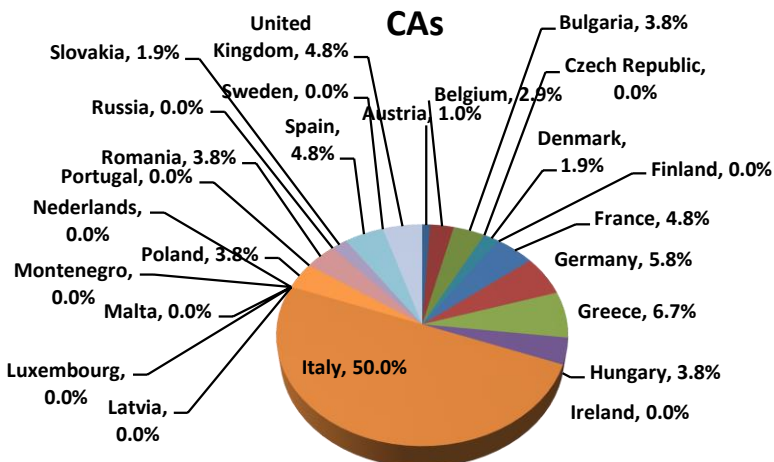
EFSA Staff by nationality (SNEs included)



Off+TAS



CAS



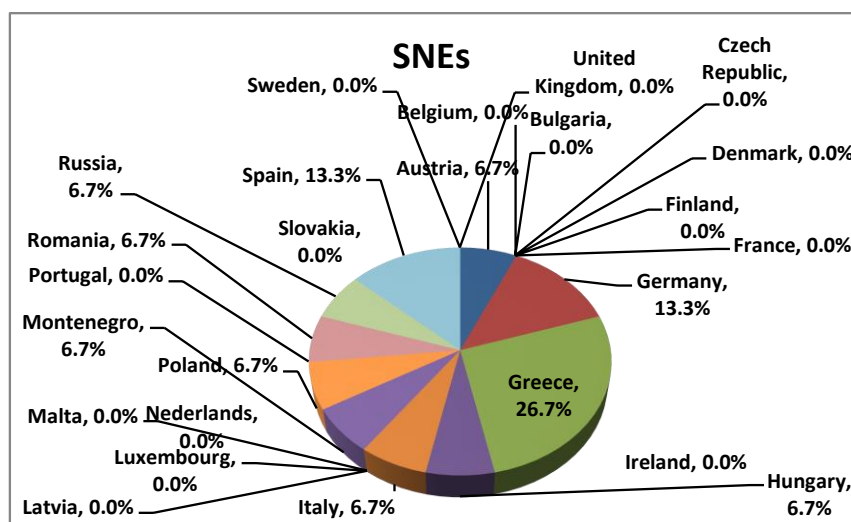
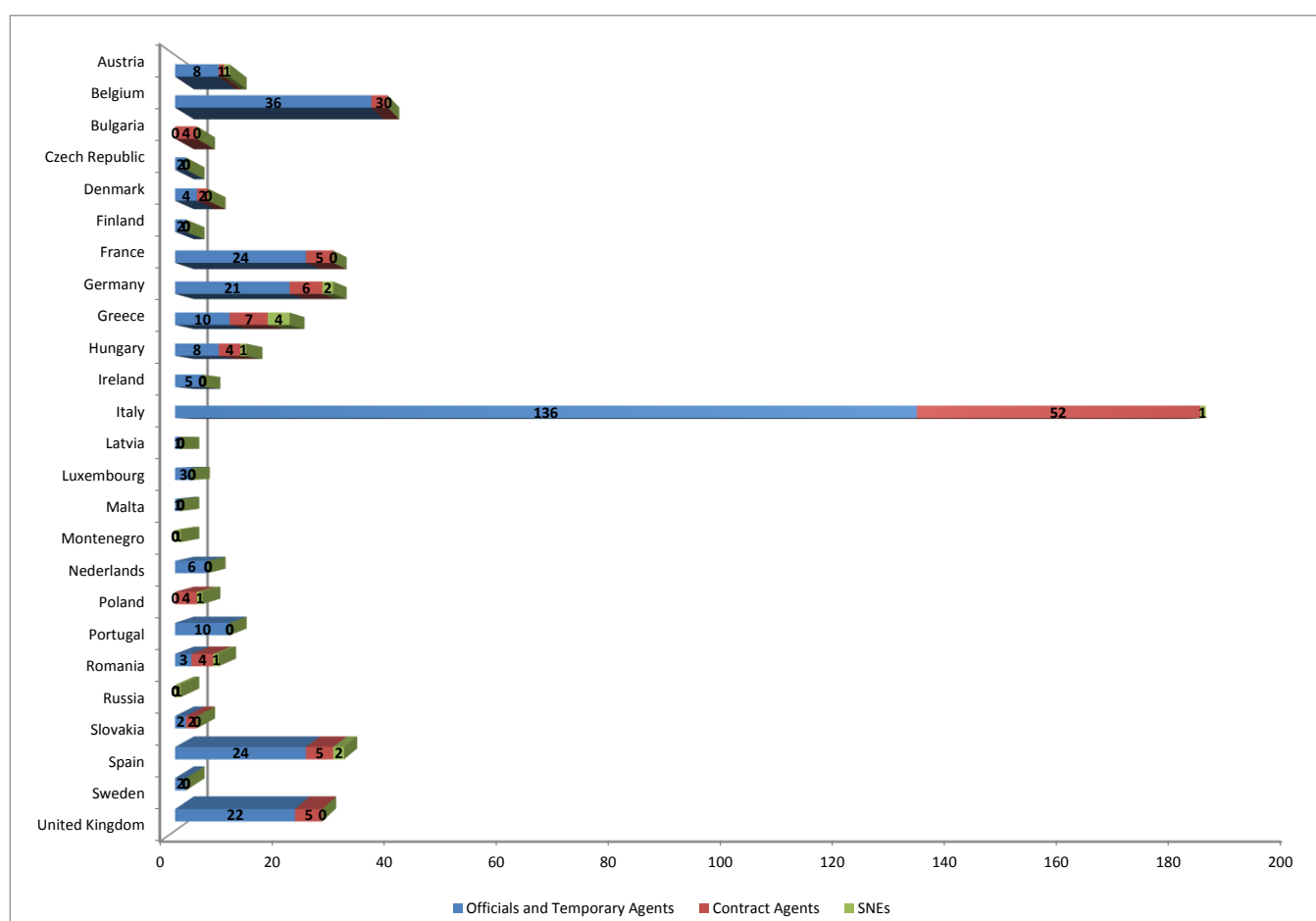


Figure 1: Total number of staff by nationality:



6.7. *Mobility (internal mobility, between the agencies and between the agencies and the institutions)*

6.7.1. *Mobility within EFSA*

EFSA recognises the benefit of mobility in order to ensure the continued ability to satisfy its requirements in terms of performance, efficiency and quality of service, by creating a motivated workforce that can respond to future demands and challenges.

Mobility at EFSA represents a flexible and sustainable procedure to manage resources internally in order to respond to the short and medium term organisation needs. This, in turn, provides career development opportunities for its staff – EFSA's main asset - resulting in the retention and motivation of a versatile workforce. It aims to find the optimal fit between the needs of the organisation in the first place and secondly on the individual and to ensure that in-house talent is used to its full potential.

The legal basis for Mobility within EFSA is the "Decision on the transfers in the interest of the service" signed by the ED in March 25th 2013, which enables the Organisation to provide opportunities for Career Development through:

- Expression of interest in a different career path than the one currently followed (transversal career path, i.e. changing job and moving to a different unit or department). Typically this type of expression of interest is rolled-out in the context of Talent Review Meetings.
- Expression of interest in a specific job opportunity that arises from a business need and is published internally to the Organisation. Typically this type of expression of interest is rolled-out in the context of Career Opportunities²⁵ advertised on EFSA's Intranet Portal.
- Expression of interest in a specific project. Typically this type of expression of interest is rolled-out via the assignment of one or more objectives to the individual to participate to a specific project which may be transversal to the Department(s). Such assignment can be on different percentage of Full Time Equivalent and it may last from a few months to several years.

As usual, all internal moves are processed via Article 7 of the Staff Regulations and for transparency purposes they are published internally on the Intranet Portal.

During 2014, from January to December, 21 EFSA's staff members changed job thanks to internal mobility, both to respond to business needs and to staff aspirations. In addition, external calls have been published and on some occasions this has led to offering 12 additional opportunities for Career Development to EFSA Staff.

6.7.2. *Mobility amongst Agencies (Inter-agency Job Market)*

On 6 October 2009, EFSA joined the Inter-Agency Job Market (IAJM). As for all other agencies, the basis of EFSA's participation in the interagency job market is to offer possibilities of mobility to staff in agencies by assuring a continuation of careers and grades.

6.7.3. *Mobility between the Agencies and the EU Institutions*

At present, there is no mobility policy between the Agencies and the EU Institutions.

6.8. *Learning and Development*

In order to support the effort to make the most out of its internal expertise and to develop mechanisms to retain its staff, EFSA made a significant investment on learning and development, supporting the transformation of the 'training team' into the EFSA Academy.

EFSA Academy, focuses on key areas that derive directly from EFSA's Learning & Development

²⁵ In line with the revision of the internal mobility process started in October 2012 introducing the Career projects.

framework 2013-2016 and on the results of the Performance Dialogue and more general the strategic needs identified by the units. .

The EFSA Academy is serving as a platform for the knowledge community and the delivery of learning and development activities within and beyond the organisation. It ensures the efficient delivery of learning interventions and support the acquisition of relevant and strategic knowledge. Activities include:

- Implementation of a Learning Management System (LMS) for efficient access and registration for learning opportunities, as well as completion and tracking of formal learning activities, thus further streamlining the administrative effort currently deployed
- Increase the self-study and web-based instructor-led e-learning offer based on staff`s development needs
- Complement the learning portfolio with emerging learning and collaborative tools such as communities of knowledge supported by online platforms for EFSA staff and experts, and unit- and/or topic-specific WIKIs
- Enhance collaboration with the external environment such as with Member States, Institutions, Universities and other possible entities for knowledge sharing, formal and informal learning
- Develop instructor-led training on i.e.:
 - Revised role-specific Induction Programme to include training on EU Policy and Framework
 - Project and Project Quality Management including working within transversal teams: Plan, execute and monitor progress of projects, evaluate against targets
 - How to implement effective Change Management
 - Training on technologies and applications i.e. Social Media.

The following key objective is carried out by the EFSA Academy:

Enhancement of scientific excellence: Create a continuous learning network with in-house lead experts and external clients to collaboratively build adequate learning interventions in order to contribute to the enhancement of scientific excellence. Specifically, the following key priority Learning and Development needs for EFSA Scientific staff (and experts, as applicable) will be addressed:

- Learning Paths for Science including instructor-led training such as:
 - "Communicating on Science" training Coordinating a Scientific Working Group
 - Biostatistics Training
 - Overview of Scientific Quantitative Tools in EFSA
 - Training on Guidance Documents developed by the Science Committee Unit
 - Offer regular one-hour webinars on topics relevant to communications and science units by e.g. experts in the field when available
- Learning methods include the full development spectrum from formal to informal learning:
 - Instructor-led face-to-face training through EFSA's procured training providers
 - Web-based training
 - Group learning via communities of practice
 - Self-managed learning via e-learning, reading and further education
 - On the job learning such as demonstration and observation, coaching and mentoring
 - Role change, secondments, transfers, exchange with universities and attendance of conferences.

7. Schooling

EFSA considers schooling as an essential part of its Staff Policy. For this purpose, a “European” school (“Scuola per l’Europa”) was established in 2004 and accredited in 2008 under the system of European Schools, up to the baccalaureate title. In 2009, the Italian authorities have commissioned the construction of a new building to host the school (the current facilities being in poor conditions), through a project totalling a value of 35 million euros (to be paid by Italian authorities).

Due to financial difficulties with the constructor, construction works were suspended in 2012 (at about 90% completion). Since then, authorities and local stakeholders have been trying to identify funding sources and define proper modalities for completing the works. EFSA is monitoring the situation and liaises with local and national authorities to ensure that the situation is unblocked as rapidly as possible. Recent developments show that construction could be resumed and completed in 2016.

Table 7: Number of pupils per scholastic year

2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
125	125	142	147	140	148

8. State of play of implementing rules (IPs and GIPs) adopted by the agencies consistent with its staff policy

A. GIPs already into force before 1 January 2014 and not modified by the Staff Regulations modifications

1. Article 1d(4) Definition of disability - Commission Decision C(2004)1318 of 07/04/2004 implementing Article 1d(4) of the Staff Regulations (Administrative Notice No 69-2004 of 21/06/2004);
2. Article 42(a) Parental leave - Commission Decision C(2010)7572 of 05/11/2010 on the general provisions for implementing Article 42a of the Staff Regulations concerning parental leave (Administrative Notice No 72-2010 of 13/12/2010);
3. Article 42(b) Family leave - Commission Decision C(2010)7494 of 05/11/2010 on Article 42b of the Staff Regulations concerning family leave (Administrative Notice No 72-2010 of 13/12/2010);
4. Granting the household allowance by special decision - Commission Decision C(2004)1364 of 15/04/2004 on general implementing provisions on granting the household allowance by special decision (Administrative Notice No 51-2004) of 03/06/2004;
5. Articles 67 and 68 Family allowances - Commission Decision C(2004)1364 of 15/04/2004 on general implementing provisions for giving effect to Articles 67 and 68 of the Staff Regulations and Articles 1, 2 and 3 of Annex VII thereto (Administrative Notice No 52-2004 of 03/06/2004);
6. Persons to be treated as dependent children - Commission Decision C(2004)1364 of 15/04/2004 on general implementing provisions concerning persons to be treated as dependent children (Article 2(4) of Annex VII to the Staff Regulations) (Administrative Notice No 50-2004 of 28/05/2004);
7. Article 4 of Annex VIII Taking into account periods of activity before resuming active employment for purpose of calculating pension rights - Commission Decision C(2004)1364 of 15/04/2004 on general implementing provisions for Article 4 of Annex VIII to the Staff

- Regulations concerning the taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment (Administrative Notice No 61-2004 of 10/06/2004);
8. Articles 11 and 12 of Annex VIII Transfer of pension rights - Commission Decision on general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on transferring pension rights C(2011)1278 of 03/03/2011;
 9. Article 55b Job sharing - Commission Decision C(2004)1314 of 14/04/2004 on Article 55b of the Staff Regulations concerning job-sharing (Administrative Notice No 67-2004 of 21/06/2004);
 10. Article 26 of Annex XIII Transfer of pension rights - Commission Decision C(2004)1588 of 28/04/2004 on general implementing provisions for Article 26 of Annex XIII to the Staff Regulations on transferring pension rights (Administrative Notice No 62-2004 of 10/06/2004);
 11. Article 22(4) of Annex XIII Acquisition of additional pension rights - Commission Decision C(2004)1588 of 28/04/2004 on general implementing provisions for Article 22(4) of Annex XIII to the Staff Regulations (Administrative Notice No 59-2004 of 09/06/2004);
 12. Transitional measures required by the revision of the Staff Regulations and Conditions of Employment - Commission Decision C(2004)1613 of 28/04/2004 on transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities (Administrative Notice No 88-2004 of 01/07/2004).
 13. EFSA/HUCAP/DEC/002 Protecting the dignity of the person and preventing psychological and sexual harassment - Commission Decision C(2008) 2214 of 26.3.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 14. Maintaining individual professional standards including professional incompetence - Commission Decision C(2009) 4658 of 12.6.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 15. Appraisal for the Executive Director of the European Food Safety Authority - Commission Decision C(2009) 4658 of 12.6.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 16. Conduct of administrative inquires and disciplinary procedures - Commission Decision C(2009) 5680 of 24.7.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 17. Mission guide - Commission Decision C(2009) 5680 of 24.7.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 18. Articles 59 and 60 Absences due to sickness or accident - Commission Decision C(2009) 5680 of 24.7.2009 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations.
 19. Middle management staff - Commission Decision C(2010) 9706 of 22.12.2010 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 20. EFSA/HUCAP/DEC/006 Establishment of a Staff Committee - Commission Decision C(2012) 6767 of 27.9.2012 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 21. Article 87(3) of CEOS Career of contract staff and assignment to a post carrying a higher grade than that at which they were engaged
 22. Language training - Commission Decision C(2012) 9616 of 18.12.2012 on the agreement to certain Agencies on their implementing rules for giving effect to the Staff Regulations;
 23. Articles 16, 17(2) and 19 and Articles 11 and 81 of the CEOS - approved by EC;

B. GIPs applying by analogy by 1 October 2014

The following eighteen Implementing Rules from the package sent by EC on 17/12/2013 and already adopted "ad Interim", have been adopted by analogy with MB Decision on 26/06/2014 and communicated to EC (DG HR) on 04/07/2014:

1. Commission Decision C(2013)8987 laying down general provisions giving effect to Article 8 of Annex VII to the SR;
2. Commission Decision C(2013)9039 repealing Commission Decision of 28 April 2004 adopting general implementing provisions on the early retirement of officials and TA without reduction of pension rights (C(2004)1588final/5);
3. Commission Decision C(2013)8985 laying down general provisions for implementing Article 43 of the SR and implementing the first paragraph of Art. 44 of the SR;
4. Commission Decision C(2013)8970 laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement;
5. Commission Decision C(2013)8971 on general implementing provisions on granting the education allowance (Article 3 of Annex VII to the Staff Regulations);
6. Commission Decision C(2013)9051 on leave;
7. Commission Decision C(2013)9054 on measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Union;
8. Commission Decision C(2013)9020 on maternity leave and maternity pay for women whose maternity leave begins before the end of their contract (Articles 17 and 91 of the CEOS);
9. Commission Decision C(2013)9046 on Article 55a of the Staff Regulations and Annex IVa thereto concerning part-time work;
10. Commission Decision C(2013)8982 laying down general implementing provisions to Article 7(4) of Annex VII to the Staff Regulations on determining the place of origin;
11. Commission Decision C(2013)8990 on reimbursements due to officials assigned to non-member countries;
12. Commission Decision C(2013)9045 amending Article 7(5) and (7) of Commission Decision C(2009)10224 of 18 December 2009 concerning the implementation of teleworking in Commission departments from 2010 to 2015;
13. Commission Decision C(2013)9037 on outside activities and assignments;
14. Commission Decision C(2013)9040 on general implementing provisions on removal expenses (Article 9 of Annex VII to the Staff Regulations);
15. Commission Decision C(2013)8965 on rules for the implementation of housing policy in EU delegations;
16. Commission Decision C(2013)9032 on the living conditions allowance and the additional allowance referred to in Article 10 of Annex X to the Staff Regulations;
17. Commission Decision C(2013)9035 on home leave for officials, temporary agents and contract agents posted in third countries (second paragraph of Article 7 Annex V to the Staff Regulations);
18. Commission Decision C(2013)9027 on management of rest leaves pursuant to Article 8 of Annex X to the Staff Regulations;

C. GIPs for which the agency asked for derogation waiting for model decision by the standing working party (ex-ante decisions)

1. Commission Decision C(2013)8968 implementing Art. 45;

2. Commission Decision C(2013)9049 on policies for the engagement and use of temporary agents²⁶: EFSA adopted the Agency Model Rules on 19 June 2015;
3. Commission Decision C(2013)8985 on Art. 43 – 44: EFSA adopted the Agency Model Rules on 19 June 2015;
4. Commission Decision C(2013)9054 on leave on personal grounds: EFSA has adopted the Commission's rules by analogy and is considering for adoption the Agency Model Rules available;
5. Commission Decision C(2014)2226 concerning appraisal of contract staff: EFSA adopted the Agency Model Rules on 19 June 2015;
6. Commission Decision C(2014)2222 concerning the reclassification of contract staff.

D. GIPs for which the agency asked for an opt-out (typically rules not applicable to the agency)

Decisions for which EFSA requested EC for opt out as not applicable to the Authority's context:

1. Commission Decision C(2013)9022 concerning the attestation procedure;
2. Commission Decision C(2013)9028 on the maximum duration for the recourse to non-permanent staff;
3. Commission Decision C(2013)8967 amending Commission Decision of 2 March 2011 on the general provisions for implementing Article 79(2) of the Conditions of Employment of other Servants of the European Union, governing the conditions of employment of contract staff employed by the Commission under the terms of Articles 3a and 3b of the said Conditions.²⁷

Decisions for which EFSA requested EC for a derogation to apply its own Decision:

1. Commission Decision C(2013)8979 on types of post and post titles;
2. Commission Decision C(2014)2502 concerning working time²⁸.

E. GIPs submitted to DG HR before or after 1 January 2014 and pending result – not applicable, as those Decisions which were pending result are no longer valid with introduction of Staff Regulations Reform.

²⁶ EFSA is also awaiting the agency model for implementing rules on the engagement and use of contracts agents.

²⁷ It is foreseen to be covered by the envisaged Agency Model on implementing rules for the engagement and use of contract agents.

²⁸ EFSA is now awaiting the pending Agency Model Decision concerning working time.

Table 8: Number of pupils per scholastic year²⁹

<i>Key functions (examples)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</i>	<i>Indication whether the function is dedicated to administration support or policy (operational)</i>
CORE FUNCTIONS			
Senior Manager/Executive Director	TA	AD 14	Coordination
Manager/HoD-HoU	TA	AD 9 (for HoU)	Coordination/Operational
Lead Expert/Administrator	TA	AD 9	Operational
Team Leader/Administrator	TA	AD 6	Operational
Senior Officer/Administrator	TA	AD 8	Operational
Officer/Administrator	TA/CA	AD 6 FG IV (.14)	Operational
Junior Officer/Administrator	TA/CA	AD 5 FG IV (.13)	Operational
Senior Assistant	TA	AST 10	Operational
Assistant	TA/CA	AST 1 – AST 4 FG I – III	Operational
SUPPORT FUNCTIONS			
Head of Administration	TA	AD 12	Administration ³⁰
Head of Human Resources	TA	AD 9	Administration
Head of Finance	TA	AD 11	Administration
Head of Communication	TA	AD 12	Operational
Head of ITS	TA	AD 10	Administration/Operational
Webmaster- Editor	TA	AD 8	Operational
Secretary	TA/CA	AST 1-2, FG II	Administration
Assistant	TA/CA	AST 1 – AST 4 FG I – III	Administration
Mail Clerk	NA	Service Providers	Administration
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD 6 – AD 8	Administration
Accounting Officer	TA	AD 6 – AD 8	Administration
Internal Auditor	TA	AD 6 – AD 8	Administration

²⁹ Decision on post types and titles currently under discussion with the European Commission. The Annex will be updated accordingly following such discussion and decision.

³⁰ In EFSA activity based classification, Posts allocated to the implementation of Admin. & Governance processes are considered to correspond to the category 'Administration' as defined in the template while all posts dedicated to operational processes are corresponding to the Operational category defined in the template.

Annex II – 2016 Work Programme for grants and operational procurements– Financing Decision

1. SCIENCE PROGRAMME, procurements and grants

1.1. Introduction

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

Article 94 of Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union (hereinafter referred to as "the Rules of Application"), states under paragraph 2, that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement. In addition under paragraph 3 it is stated that the work programme which contains the information set out in paragraph 2 shall be considered to be the financing decision for grants and procurement.

Specific for grants: Article 128 of the Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (hereafter referred to as "the EU Financial Regulation") states that: "Grants shall be subject to a work programme, to be published prior to its implementation."

Article 5(2) of Commission Regulation (EC) No 2230/2004 (of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission) foresees 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. Based on these rules the grants shall be subject to a public annual work programme which, as a rule, will be implemented through the publication of calls for proposals.

1.2. 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

Specifically for grants:

- Article 36 of Regulation (EC) No 178/2002.
- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Both procurements and grants are implemented in line with Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union.

1.3. Budget lines

3010, 3110, 3201, 3210 and 3431.

1.4. Tasks to be entrusted, objectives to be achieved, priority areas, and results to be expected

Outsourcing work to institutions and organisations in Member States, or to those in other countries, enables EFSA to use a wider spectrum of scientific excellence.

Tasks entrusted to institutions and organisations are foreseen for the following preparatory activities:

- I. Provision of scientific opinions and advice and risk assessment approaches;
- II. Evaluation of products, substances and claims subject to authorisation;
- III. Data collection, scientific cooperation and networking.

1.5. Eligibility and exclusion criteria

- For grants:
 - the applicants must be on the list adopted by the Management Board of EFSA on 19 December 2006, and as regularly updated, implying fulfilment of the criteria laid down in the Commission Regulation (EC) No 2230/2004;
 - the applicants shall not be, at the time of a grant award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.
- For procurement:
 - the tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in EFSA tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by EFSA;
 - the tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the EU Financial Regulation.

1.6. 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:

- Financial capacity;
- Technical capacity.

The proposals/tenders which meet the selection criteria will be evaluated against the award criteria indicated in each call. In general, in each call there is assessment of quality and price (budget in case of grants). Here below only an example of the most frequently used criteria:

- the quality of the submitted proposal/tender, e.g. assessing aspects as listed below:
 - the proposed project management by the applicant/tenderer;
 - risk management approach;
 - measures proposed to meet deadlines;
 - quality control measures, etc.
- 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.

1.7. Maximum rate of co-financing for grants

Up to 90% of the eligible costs, however the call for proposal might specify lower co-financing rates.

1.8. Schedule of calls for proposals and tenders for 2016

Launch of calls for proposals/tenders: December 2015 – December 2016.³¹

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

1.9. Indicative amounts available for calls for proposals/tenders for 2016

The proposed budget of €9.78 million (rounded) for scientific projects in 2016 is comparable to the approved 2015 budget of €9.05 million (rounded) for the same activities, and reflects the stability of the Authority's budget allocated for such projects.

Consolidating the trend of previous years, EFSA is increasingly using long-term procurement contracts, such as 4-year framework contracts or multiannual direct contracts instead of short-term contracts. In line with EFSA's draft Scientific Cooperation Roadmap (2014–2016) the intention is to continue moving towards larger projects of longer duration also in the case of grants. EFSA has positively tested, as a pilot, in 2015, and will confirm in 2016, two new cooperation tools: thematic grants and Framework Partnership Agreements. Both these new tools are targeting organisations listed under Article 36 of EFSA's Founding Regulation and are considered complementary to the Article 36 grants used so far by EFSA.

In the case of **thematic grants** specific projects of innovative nature are expected to be put forward by Article 36 organisations in response to a broad themed call for proposals launched by EFSA (e.g. new trends in identifying and characterizing hazards). Therefore, this represents a bottom-up approach compared to the top-down approach applied for specific Article 36 grants (i.e. Article 36 grants used so far by EFSA). The EFSA co-financing rate is expected to be lower for thematic grants (50%) compared to the specific Article 36 grants (at present 90%).

A Framework Partnership Agreement can be considered as an 'umbrella agreement' (of up to 4-year duration) that sets out the terms under which grants for a given assignment can be awarded. The assignments need to fall under the scope of the Framework Partnership Agreement.

Increased cooperation with Article 36 organisations is expected to facilitate the coordination of

³¹ In case 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 2016 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

activities, exchange of information, development and implementation of joint scientific projects, as well as the sharing of expertise and best practices in the fields within EFSA's mission.

Table 1. below provides a breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by type of outsourcing schemes and tools / procedures. Projects implemented under existing or new framework contracts (of up to 4-year duration) represent one fourth of the calls in terms of their overall budget. This builds on the trend from previous years to increase the use of long-term procurement contracts over the more specific and short-term contracts to increase efficiency in the medium-term. Open calls for tender (resulting in direct contracts for 'one-shot' services) account for one third of the draft work programme in terms of their overall expected budget. Overall the share of procurement projects account for over half of the proposed EFSA budget for scientific projects to be outsourced in 2016.

Similar to procurement projects in science the intention is to move towards bigger projects of longer duration also in the case of EFSA grants. The share of thematic grants as a new long-term cooperation tool, represent around 15% of the expected overall budget and has increased since 2015. Overall, the share of grants available for Article 36 organisations and national Focal Points represent 30% of the draft budget for outsourcing scientific projects, which is in line with 2015.

The EFSA Scientific Cooperation Roadmap sets out a series of initiatives to increase together with the Member States risk assessment training opportunities, one of them being the "Fellowship Programme". This 1-year training-by-doing programme aims to attract young scientists from Member State authorities with limited experience in food safety risk assessment to be placed in Organisations with solid risk assessment capacity in other MS in order to build capacity across organisations and MS, contributing to harmonising methodologies and practises within the EU. Within the outsourcing scheme of procurement, the "Fellowship Programme" will be introduced in 2016 for 700,000 euros to develop the training materials and logistics to run the fellowship yearly training program (covering 2 academic years). Furthermore it will be continued as a grant in 2017 and 2018 for 550,000 euros each year, to allow each hosting organisation the payment of a subsistence amount for each fellow accepted as laid down in an agreement signed between EFSA and each hosting organisation.

Prizes

In 2016 EFSA intends to launch a 1st contest for an innovation prize. This contest is framed under procurement, in line with Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union.

As regards the reference to the **basic act** and **budget lines**, refer to the above information for science procurement.

In line with the strategic objective of EFSA, the contest aims at stimulating and rewarding innovation thinking in a competition among eligible candidates under a set topic. The contest shall contribute to implementation of Open and Innovation prone EFSA. The winner proposals will be awarded monetary/non-monetary prizes and will allow EFSA the use of the innovative methods in its work.

The indicative timing: launch contest in spring 2016.

The indicative amount: the budget allocated to this initiative is estimated in this pilot phase to not more than 150.000 euro, which shall cover all the costs linked with the contest, including the prize and the publicity campaign necessary for the success of the contest.

The innovation themes are not yet defined at the stage of drafting WP however they will fall within the remit of one of EFSA science departments, and under the procurement portion of their budget.

As regards the award criteria, all the eligible entries will be assessed against quality award criteria, such as innovation added value, usability of innovation in EFSA work, possible dissemination of innovation etc. Exact award criteria will be defined in the Rules of the Contest. The price criterion is irrelevant for prizes.

Table 1: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by type of outsourcing schemes and tools / procedures

Outsourcing scheme	Outsourcing tool / procedure	Proposed budget [€, rounded]	Share of total [%]
Procurement	I. Implementation of existing framework contracts through specific contracts or order forms	2,478,300	25%
	II. Other Procurements (open calls and negotiated procedures)	3,595,000	37%
Grant	III. Conventional grants for Article 36 organisations	480,000	5%
	IV. Thematic grants for Article 36 organisations	1,500,000	15%
	V. National Focal Points Agreements in EU Member States, Iceland and Norway	1,020,000	10%
Procurements /Grants	VI. Fellowship programme	700,000	7%

Total **9,773,300**

With the exclusion of thematic grants³², nearly 60% of the remaining overall €8.28 million (rounded) of the draft 2016 budget for scientific grant and procurement activities is expected to be implemented by the Risk Assessment and Scientific Assistance Department (RASA) and around 20% each by the Scientific Evaluation of Regulated Products Department (REPRO) and the Risk Communication Department (COMMS) of EFSA (see Table 2. below).

Table 2: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2016 by scientific departments of EFSA (excluding thematic grants)

Name of EFSA scientific department	Proposed budget [€, rounded]	Share of total [%]
Risk Assessment and Scientific Assistance (RASA)	4,642,300	53
Scientific Evaluation of Regulated Products (REPRO)	1,911,000	23
Advisory Forum and Scientific Cooperation Unit (COMMS)	1,720,000	21
Total (excluding thematic grants)	8,273,300	100

The evolution of the EFSA budget allocated for grants and procurement in science is presented in Table 3. Specific information about current and past EFSA grant and procurement activities in science and corresponding annual work programmes are available on EFSA's website³³.

³² In the case of thematic grants the specific projects will be proposed by the Article 36 organizations based on a broad theme identified by EFSA. As a consequence, at the time of preparation of this document, their distribution amongst the three science departments of EFSA cannot be determined.

³³ Current and previous years' work programs for grants and procurement in science are available on the EFSA website at:

Table 3: Evolution of the EFSA budget allocated for grants and procurement in science (commitment target vs. commitment executed)

Year	Commitment <u>target</u> [€, rounded]	Commitment <u>executed</u> [€, rounded]	Change target vs. executed [%]
2012	9,220,000	9,430,000	+2.3
2013	10,520,000	10,800,000	+2.7
2014	9,480,000	11,730,000	+23.7%
2015	9,054,000	not yet known	not yet known

2. COMMUNICATION PROGRAMME

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2016 following 2016 calls for tenders or under the existing framework contracts signed before 2016. All the 2016 calls for tenders will be duly advertised as per applicable EU public procurement rules

2.1. Basic act and legislation setting procurement rules to follow:

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.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (EU Financial Regulation).

2.2. Budget lines:

BL3410; BL3420; BL3520

2.3. Exclusion criteria:

See above under "SCIENCE PROGRAMME" - procurement.

2.4. Selection and award criteria:

See above under "SCIENCE PROGRAMME" - procurement.

2.5. Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the Communication Programme will support:

<http://www.efsa.europa.eu/en/calls/procurement.htm>. Examples of grant and procurement reports delivered to EFSA are available at <http://www.efsa.europa.eu/en/publications.htm>, select "External scientific report" from the advanced search function.

- processes such as Communications content development, Communication tools and dissemination, Media relations, Risk Communications networks, Communications research, Evaluating and monitoring for an amount of €690,000;
- projects such as EFSA Journal Project, Corporate Identity Project ,Reputation management Project and Web 2.0 for an amount of €805,000 and
- organisation of communication events related to specific scientific topics (outreach events and corporate support) for an amount of €970,550.

2.6. Indicative schedule of calls for tenders for 2016:

- Launch of calls for tenders: January 2016 – October 2016

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

- Expected signature dates of contracts: June 2016 – December 2016

2.7. Indicative amounts available for 2016:

Table 3: Planned commitment budget for communication and dialogue in 2016

Areas of activity	Estimated amount (M€)
Communication and Dialogue – processes	0.69
Communication and Dialogue – projects	0.80
Outreach events and corporate support	0.97
Total communication and Dialogue	2.46

3. OPERATIONAL SUPPORT

The amount in the table below is the indicative amount which is expected to be committed under new contracts to be signed in 2016 following 2016 calls for tenders or under the existing framework contracts signed before 2016. All the 2016 calls for tenders will be duly advertised as per applicable EU public procurement rules.

3.1. Basic act and legislation setting procurement rules to follow::

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.

Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation (EC) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission.

Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (EU Financial Regulation).

3.2. Budget lines:

3500, 3511, 3513, 3514, 3530

3.3. Exclusion criteria:

See above under "SCIENCE PROGRAMME" - procurement.

3.4. Selection and award criteria:

See above under "SCIENCE PROGRAMME" - procurement.

3.5. Indicative subject in generic terms:

The amounts forecasted to be committed in the context of the operational support will cover:

- Logistic Support to meetings for €1,990,000
- operational IT systems run and evolution for €1,340,000
- IT costs related to operational projects such as Opens Scaie Project, Scientific Data Warehouse, Talent Management Project, Information Access Management Project, for €3,808,195
- consultancy costs related to Project and Programme Management expertise, and organisational evolution support for €855,000

3.6. Indicative schedule of calls for tenders for 2016:

- Launch of calls for tenders: January 2016 – October 2016

The above indicative timetable will be further detailed on EFSA website once more details on calls timing will be available.

- Expected signature dates of contracts: June 2016 – December 2016

3.7. Indicative amounts available for 2016:

Table 3: Planned commitment budget for operational support in 2016

Areas of activity	Estimated amount (M€)
Logistic support to operational meetings	1.99
Operational IT system run and evolution	1.34
IT costs related to operational projects	3.81
Consultancy costs related to organisational evolution	0.86
Total operational support	7.99