

80th Advisory Forum meeting
Virtual meeting, 09-10 June 2021

2027 Strategy Update

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Trusted science for safe food



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EFSA's current 2020 Strategy

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The environment as seen in 2020

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EFSA's current 2020 strategy

Strategic Objectives:

S01

Prioritize public and stakeholder engagement in the process of scientific assessment

S02

Widen EFSA's evidence base and optimize access to its data

S03

Build the EU's scientific assessment capacity and knowledge community

S04

Prepare for future risk assessment challenges

S05

Create an environment and culture that reflects EFSA's values

Work Areas:

- General RA
- Regulated Products
- Comms & Eng.

- Evidence Mgt.

- Expertise Mgt. & Cooperation

- RA Preparedness
Includes Emergency Response Mgt.

- Mgt. & Enabling Elements
Includes Capacity Building

Where is further work needed?



- Open dialogue on mandates
- Media perception
- Timely delivery of scientific opinions
- Publishing of information gathering and RA process
- Indicator consistency
- Information sharing with MSs
- Accessibility and re-usability of data
- Structure data
- Innovative RA capacity i.e. AI
- Growth of EU and int. RA community
- Developing harmonized tools and methodologies
- Collaborative preparedness
- Biological RA
- Continued improvement of mgt. and leadership
- Streamlining the Perf. Framework

What were the drivers for the current strategy?

- 1 **Public expectations** and benefits/opportunities of **greater transparency and engagement**
- 2 Emergence of **new risks and hazards** leading to **complex food safety questions**
- 3 **Evolving scientific knowledge**, creating a need for **innovative and collaborative approaches**
- 4 The **impact** of **globalisation**
- 5 **Efficient operation** of the **agency's activities**
- 6 **Availability of expertise** for EFSA's **multidisciplinary needs**

2027 drivers predicted to influence our work

How do we see EFSA and the EU food safety ecosystem in 2027?

Five cluster topics:

1) The big picture

- Demographics & climate change
- SARS-COV 2 pandemic
- Green deal & Farm to fork (F2F) Strategy
- Transparency regulation

2) Evolving dialogue with society

- Trust of citizens & societal expectations
- Variable food safety information needs
- Appropriate, targeted communication & engagement strategies
- Transparent, widely-available information

3) Food safety – integral to sustainable food systems

- Sustainable production & consumption
- Alternative food, feed sources and new production technologies
- Changes in dietary patterns
- One health – one environment approach

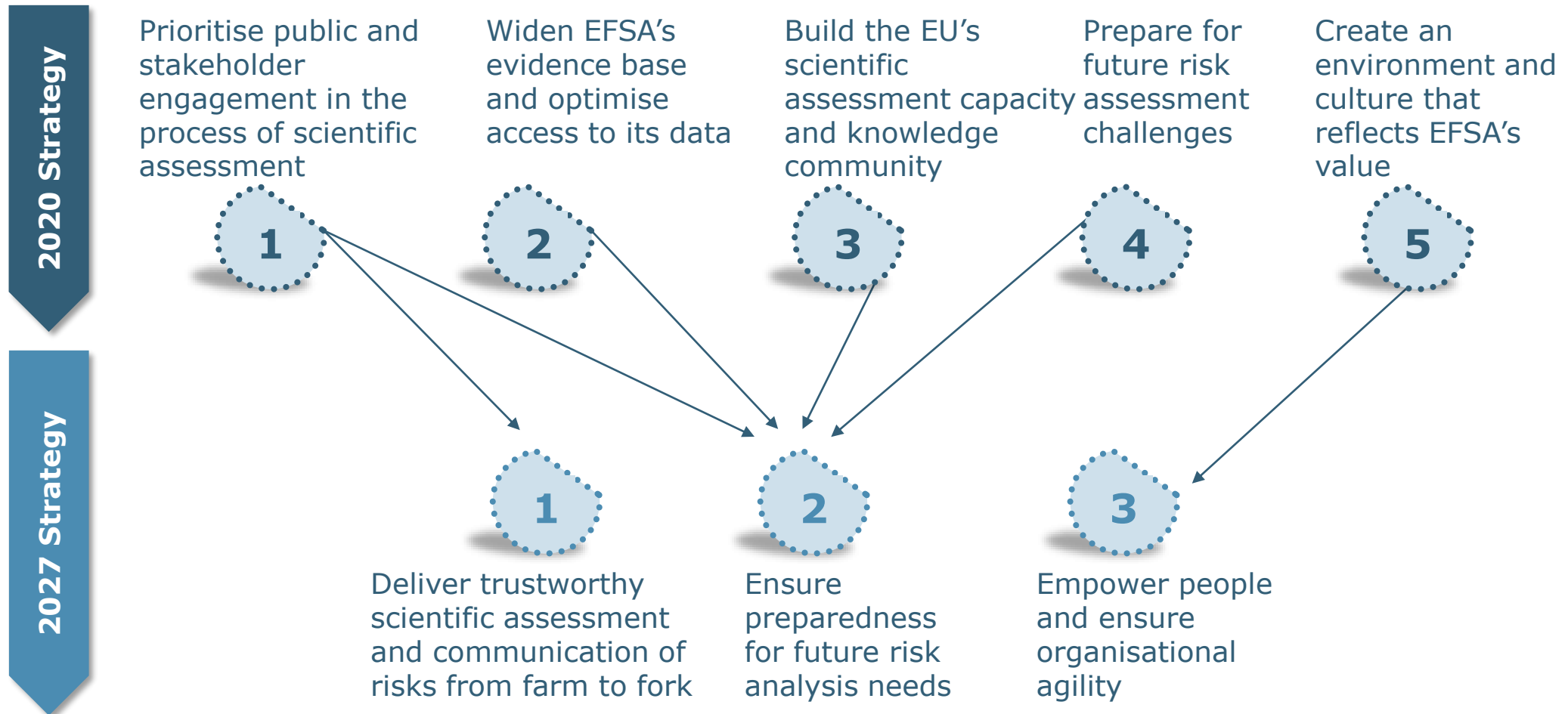
4) Making the most of the food safety knowledge ecosystem

- EU's Food 2030 research agenda
- Economies of scale – EU, MS, Intl
- Available pool of scientific expertise & attractiveness, Brexit
- New ways of working, digitalisation

5) Harnessing new trends in data, technology and science

- Rapid data generation, unstructured
- New data streams, surveillance, biomonitoring, real time, big data-WGS
- Cognitive analytics, Artificial Intelligence
- NAMs -3Rs principle to animal testing

How has EFSA's 2027 Strategy evolved?



2027 drivers and new Strategic Objectives

1

Deliver trustworthy scientific assessment and communication of risks from farm to fork

WHY

- *Founding Regulation*
- *Transparency Regulation*
- *Satisfaction*
- *Quality*

2

Ensure preparedness for future risk analysis needs

WHY

- *Partnership*
- *Risk Assessment Ecosystem*
- *Knowledge Sharing*
- *Capacity Building*
- *Preparedness e.g. with New Strategies such as EU Green Deal*

3

Empower people and ensure organisational agility

WHY

- *Attracting talent*
- *Developing culture, services and tools*
- *Operational efficiency*

SO 1

Deliver trustworthy scientific advice and communication of risks from farm to fork

Expected Outcome 1.1

Increased relevance and improved reputation of EFSA's scientific advice

Expected Outcome 1.2

Increased relevance and improved reputation of EFSA's risk communication

Partnership for:

- Open dialogue with consumers, food and feed businesses, the academic community and all other interested parties (both public and private)

→ For trustworthy, relevant and open scientific advice

What's in it for Member States? (2/2)

SO 2

Ensure preparedness for future risk analysis needs

Expected Outcome 2.1

Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future

Partnerships for:

- Capacity Building
- Networking
- Knowledge Platforms
- Funding

→ For overall preparedness

SO 3

Empower people and ensure organisational agility

Expected Outcome 3.1

Improved reputation of EFSA as an accountable institution and an attractive employer

Partnerships for:

- Management and Enabling Services

→ For efficiency gains

Public Consultation Overview

Date

The Public Consultation for the 2027 Strategy was launched from the **6th of April** until the **9th of May** on EU Survey.

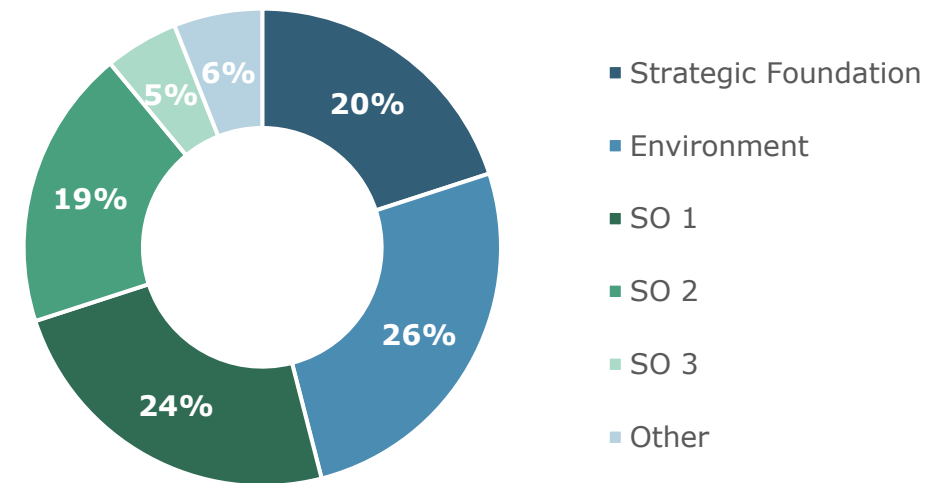
Respondents

EFSA received **20 individual responses**, representing **7 countries**: Spain (ES), Germany (DE), Italy (IT), France (FR), Belgium (BE), Norway (NO), Netherlands (NL).

Comments Breakdown

140 comments were received across the **6 sections**:

- Strategic Foundation (29)
- EFSA's Environment (37)
- Strategic Objective 1 (33)
- Strategic Objective 2 (26)
- Strategic Objective 3 (7)
- Other (8)



The Technical report will be published in June alongside the 2027 Strategy

PC Specific Comments (1/2)

Please see below a summary of the **comments received that were reflected as a change** in the 2027 Strategy document. The comments in **green** are from the Advisory Forum and/or Art. 36 type of affiliation/organization:

2027 Strategic Section		Comment
Strategic Foundation		Reflect EFSA's policy on independence
		Promote "One substance, one assessment" approach
		Limit EFSA's scientific advice to scientific assessment of risk/benefit and do not include advice on management
Environment	The big Picture	Add reference to the potential impact of climate change on microbiological risks
		Take more into consideration the technology aspect
		Add information related to human movement
		Include Risk communication analysis
	Evolving dialogue with society	Reflect more on Transparency Regulation
	Food safety – integral to sustainable food systems	Give more consideration to prevent food loss and waste aspect
		Notify the role of Circular economy
		Clarify better the "One health – one environment" approach for safeguarding public health, animal health and plant health
	Making the most of the food safety ecosystem	Make reference to the importance in achieving more sustainable Aquaculture
		Mention Horizon Europe
	Harnessing new trends in data, technology and science	Promote the aspect that human beings must be the last link that turns the information processed by machine learning into understandable language and leads to sensible decisions
		Put focus on the digitalization aspect with respect to use of data from different sources and development of respective standards

PC Specific Comments (2/2)

Please see below a summary of the **comments received that were reflected as a change** in the 2027 Strategy document. The comments in **green** are from the Advisory Forum and/or Art. 36 type of affiliation/organization:

Topic		Comment
Strategic Objective 1	Overall	The EFSA draft strategy should strengthen its strategic position towards surveillance platforms or infrastructures that exist at the national and European level and that could directly support its work
	Expected Operation Result 1.1.1	Refer to EFSA's stakeholders as representative organisations that have an interest in the Authority's work or in the wider food and feed sector, defined under EFSA's Stakeholder Engagement Approach (SEA)
	Expected Outcome 1.2	Define better the acknowledgement and the respect of cultural difference and centuries-old traditions that characterize the agronomic and food processing practices
Strategic Objective 2	Overall	Add a reflection on the development and integration of new approach methodologies (NAMs) and omics into the regulatory risk assessment
	Expected Operation Result 2.1.1	Clarify the digital platforms for Academia
	Expected Operation Result 2.1.2	Changes proposed: Strengthened foresight and horizon scanning will lead to this result, and so will the linking of early warning systems and data systems across the EU bodies, <i>EU Agencies with different remits</i> , Member States and international organisations such as WHO and OIE. <i>This can be achieved by further evolving the existing networks on emerging risks.</i> Better coordination in media and social media monitoring and early warning communications will support these efforts.
	Expected Operation Result 2.1.3	Make a reference that it should not be "explore the need to include microbiomes in risk assessment" but there should be included tools to enable that "Develop risk benefit approaches for chemical and biological hazards in human and environmental risk assessment" should be much more prominent in the document and become an integral part of EFSA's communication strategy
Strategic Objective 3	Expected Operational Result 3.1.4	Promote "One substance, one assessment" approach (this is also reflected in the Environment section)

Many good comments were received, but will be considered for the implementation plan / SPD, as too detailed for the strategy doc.

What was done to finalise the definition of the 2027 Strategy?

- ✓ **Environmental Scan report finalisation** with MB feedback
→ *to be published in June alongside final 2027 Strategy*
- ✓ **Discussed the draft 2027 Strategy** on MB March session
→ *Feedback received on the structure and content*
- ✓ **Launched Public Consultation** on draft 2027 Strategy
→ *Between April and May*
- ✓ **Development of Implementation Plan and Performance framework (KPIs)**
→ *Ongoing, to be integrated in EFSA single programming document*

Mission

EFSA contributes to safety in the food chain from farm to fork. We protect human life and health, taking account of animal health and welfare, plant health and the environment.

We deliver independent scientific advice to policy makers, through cooperation with our partners, and in an open dialogue with society.



Vision

Ensuring safe food and contributing to sustainable food systems through independent and trustworthy scientific advice.



Values

Organizational Description

Excellence

We deliver rigorous and reliable risk assessments, building on the latest scientific advancements. We communicate to meet the needs of our different audiences.

Independence

We ensure impartiality of our scientific outputs. Staff and experts, free of conflicts of interests, analyse data and apply methods objectively. Group decision-making allows for diversity and review among peers.

Openness

Our risk assessments and communications are accessible and understandable. They are produced via transparent processes, enhanced by an open dialogue with all interested parties.

Accountability

We serve the public interest, working to deliver improvements in food safety from farm to fork. We use resources effectively, responsibly and sustainably.

Cooperation

We see collaboration as the only way to master the complexities of the future. We invest in building long-term partnerships for mutual benefit.

Staff Description

Excellence

*I work to the highest possible standards to support EFSA in achieving its mission. I am efficient, **agile** and innovative in my work.*

Independence

I carry out my work impartially, in accordance with EFSA's policy on independence. I strive to ensure that the data, methods and experts I work with are free of bias to the greatest extent possible.

Openness

I ensure my work is accessible and understandable, underpinned by the principle of transparency. I engage openly with parties interested in my work.

Accountability

I serve the public interest, providing value to society while ensuring that expected results are achieved and resources used effectively, responsibly and sustainably.

Cooperation

I value collaboration highly, with colleagues and beyond EFSA, sharing knowledge and identifying opportunities for working together in areas of mutual interest.

SO 1

Deliver trustworthy scientific advice and communication of risks from farm to fork

EOR 1.1.1

Assessments for regulated products are delivered with quality and efficiency

Key Actions:

Implement notification of studies and pre-submission advice and public consultations on renewals (TR)

Provide guidance to applicants on the regulated product dossiers submissions (including submission of data)

Apply confidentiality assessments and data disclosures (TR)

Broaden the use of (in/out) sourcing tools and partnership schemes ensuring appropriate risk assessment capacity (TR)

Apply broadened engagement of partners and stakeholders based on openness and transparency (TR)

Implement relevant guidance, newly developed methodologies and lean processes

Implement increased automation of regulatory dossier processing (NOS checks, confidentiality assessment, validation), hazard and exposure assessments (e.g. R4EU, metapath, *RUEDIS*) and draft assessment report preparation

Make use of wider, improved and new data streams

SO 1

Deliver trustworthy scientific advice and communication of risks from farm to fork

EOR 1.1.2

Generic scientific advice is delivered with quality and efficiency

Key Actions:

Implement mandate agreement methodology, including on the scientific value, and toll gate check

Implement fit for purpose protocol development and publication, including problem formulation and the use of appraisal tools

Broaden the use of (in/out) sourcing tools and partnership schemes ensuring appropriate risk assessment capacity (TR)

Apply broadened engagement of partners and stakeholders based on openness and transparency (TR?)

Implement relevant guidance, newly developed methodologies and lean processes

Make use of wider, improved and new data streams

Implement flexible processes to integrate and assess data for urgent/rapid advice

SO 1

Deliver trustworthy scientific advice and communication of risks from farm to fork

EO 1.2.1

An audience-first approach ensures quality throughout risk communication

Key Actions:

Conduct structured and systematic social research for communication priorities and campaigns (TR)

Provide technical assistance in the area of risk communication upon request of risk managers (TR)

Spearhead EU 'One Health - One Environment' communication science research agenda

Extend accessibility and strategic reach of communication through multilingual approaches

Assess the impact of EFSA communication activities through real-time analytics

Gather real-time user data to customize what users experience on EFSA digital platforms (i.e. personalized journeys)

SO 1

Deliver trustworthy scientific advice and communication of risks from farm to fork

EOR 1.2.2

Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies

Key Actions:

Provide support to EC in preparing the General Plan for Risk Communication (TR)

Strengthen coordination models for risk communication at EU level (TR)

Strengthen digital platforms with clear brand and functions (e.g. OpenEFSA, EFSA Journal, upgraded website, common platforms with partners) (TR)

Evolve primary communication channels (e.g. EFSA Journal) to enable harmonisation of risk assessment at the EU and international level

Create mainstream campaigns that serve as reference point for coordinated comms on food in the EU (TR)

Embed social media-always approach in content mix, increasing influence in digital space via community management

Enhance joint crisis communication for food safety that serves as a reference point in the EU

Tackle false information about food safety in partnership with JRC, SANTE, MS and other relevant actors (TR)

SO 2

Ensure preparedness for future risk analysis needs

EOR 2.1.1

Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level

Key Actions:

Develop strategic and operational partnerships with Member State competent organisations and EU Agencies to boost the sustainability of the risk assessment system (TR)

Support the function and expansion of networks and partnerships through shared platforms, which will facilitate information, data and knowledge sharing, and will enable communication and cooperation with other actors of the regulatory ecosystem

Promote scientific cooperation, beyond the EU, with international organisations and risk assessment bodies in Third Countries

Establish interoperable digital platforms to support the generation of ideas, analysis and evaluation of data, projects as part of an Innovation Community e.g. for Academia, Stakeholders, Modelling Experts

Create innovative workforce planning and sourcing based on effective and diverse expertise scanning and (out/in) sourcing tools, complemented by Artificial Intelligence and crowdsourcing (TR)

Provide EU capacity building and competency management & development actions in close cooperation with Member States and EU Agencies (TR)

Implement a strengthened engagement framework and expand the toolkit of engagement methods and outreach (TR)

Expand the use of societal insights for communication, engagement and in support of a harmonized risk assessment culture (TR)

Develop coordinated models for risk communication at EU level (TR)

Establish networks and an engagement framework with EU-funded research projects aimed at supporting risk assessment capacity building and risk communication.

SO 2

Ensure preparedness for future risk analysis needs

EOR 2.1.2

The quality and scale of crisis preparedness and the identification of emerging risks is improved

Key Actions:

Strengthen foresight and horizon scanning in open dialogue with partners and stakeholders

Participate in a strengthened EU governance on crisis preparedness and support enhanced MS capacity and preparedness to respond to crises

Link early warning systems across different sectors and facilitate access to data across EU bodies and Member States

Support the development and implementation of monitoring and surveillance approaches for newly emerging risks

Ensure coordinated media and social media monitoring and early warning communication

SO 2

Ensure preparedness for future risk analysis needs

EOR 2.1.3

The quality of scientific guidance and methodologies is improved to address future challenges

Key Actions:

Ensure forward looking engagement with partners and stakeholders to achieve synergies on risk assessment topics of mutual interest and facilitate the development and implementation of harmonized risk assessment methodologies

Prepare to address risk assessment challenges associated with food and feed system innovations

Develop risk benefit approaches for chemical and biological hazards in human and environmental risk assessment

Develop and implement systems-based approaches for regulatory environmental risk assessment

Establish criteria and scientific assessment options to support the application of tiered approaches of methodological complexity to deliver fit for purpose assessments

Develop and integrate new approach and methods (e.g. New Approach methodologies (NAMs) and omics) for regulatory risk assessment

Develop risk assessment of combined exposure to multiple chemicals, across regulatory domains

Integrate, bioinformatics and cheminformatics approaches, technologies and data into next generation risk assessment

Explore the inclusion of microbiomes in risk assessment

Keep EFSA's risk assessment processes updated in line with evolving regulatory, policy and quality drivers (TR)

SO 2

Ensure preparedness for future risk analysis needs

EOR 2.1.4

Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured

Key Actions:

Strengthen role and advocacy with other regulatory science bodies in EU and MS research programmes to ensure good coverage of research priorities and full and open access to research results

Develop Risk Assessment approaches to address One Health policy needs and in particular sustainable food and feed systems

Supporting the implementation of the chemical strategy for sustainability

SO 2

Ensure preparedness for future risk analysis needs

EOR 2.1.5

Wider access to and broader exploitation of data and analytics is achieved

Key Actions:

- Strengthen data governance and data partnership in collaboration with EU Member States, European Union institutional partners and international organizations
- Improve data quality, interoperability, discoverability and usability
- New Data Streams are used to improve risk assessment
- Deliver data analysis services including Artificial Intelligence enabled innovative analytics check
- Ensure wide and timely use of open food safety data by digital platform-based collaboration and EU One Health Ecosystem

SO 3

Ensure preparedness for future risk analysis needs

EOR 3.1.1

Staff engagement is inspired by EFSA's value system

Key Actions:

Implement activities to increase EFSA's attractiveness for skilled staff

Scout, source, develop and deploy competencies, engaging and aligning a diverse, committed and high-performing workforce to EFSA's mission and culture

Optimize EFSA's human capital via strategic succession planning, ensuring growth and retention of internal talents

Evolve EFSA into a Learning Organisation at individual (skills and behaviours), team (knowledge sharing, collaboration and issue-solving) and organisation – wide (capability improvement, talent engagement and alignment to strategy) level

Set up working environment and processes conducive to collaboration, innovation and knowledge-sharing

Leverage and promote new ways of working fostering autonomy, accountability, and digital dexterity

Strengthen managerial and leadership competencies & empower people

Enforce an agile culture & develop performance management, change management and business transformation capabilities

Continuously nurture staff engagement and enforce reward & recognition mechanisms

Develop a Knowledge Management framework fostering continuous learning and collaboration between in-house staff and external experts

SO 3

Ensure preparedness for future risk analysis needs

EOR 3.1.2

User satisfaction and efficiency of enabling services is enhanced

Key Actions:

- Ensure via a partnering approach the provision of best-in-class management services and solutions in support to the core business
- Integrate, standardise and streamline the provision of transactional, administrative and scientific support services via a shared service office and single point of contact
- Evolve confidentiality, competing interest and public access to document services to align with modern business practices e.g. outsourcing of technical activities (TR)
- Implement process leaning initiatives to standardise, streamline and automate as much as possible the activities currently performed
- Enhance Information Security, Business continuity and other services integrating developments in technological infrastructure and digitalisation
- Optimize financial tools and instruments (grants, etc.) to foster participation and engagement of MSs in EFSA’s activities

SO 3

Ensure preparedness for future risk analysis needs

EOR 3.1.3

Operational performance is ensured

Key Actions:

- Responsive governance and decision-making
- Integrate and streamline EFSA’s management systems
- Apply an integrated yet lean set of assurance and internal control mechanisms to ensure compliance
- Ensure optimal budget execution in compliance with rules and regulations
- Strengthen the use of results and performance metrics to steer and optimize the strategy delivery
- Integrate quality management objectives and practices in EFSA’s processes to ensure continuing customer satisfaction
- Implement a comprehensive set of continuous improvement and leaning actions to achieve regular efficiency improvements

SO 3

Ensure preparedness for future risk analysis needs

EOR 3.1.4

Alignment with EU strategies and policies is ensured

Key Actions:

- Further develop shared resources, capabilities and services with other EU Institutions and Agencies
- Promote joint governance mechanisms with the European Commission and EU Agencies
- Encourage agile and ecosystem-conscious strategic planning and work-programming
- Expand and operationalise relations and exchanges with EU Institutional partners

What's next?



Next Steps

- 1 Management Board meeting**
23rd - 24th of June
- 2 Dissemination of EFSA 2022/2023 grants and procurement plan**
October/November