

Programming document 2015 - 2017



Committed to ensuring that Europe's food is safe

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Foreword

I am delighted to present you with the EFSA Single Programming Document for 2015-2017, which describes the journey that EFSA will take over the next three years. Based on our endeavour of 'Safer Food for European citizens', we have set ourselves three goals that will guide our work until the end of 2017.

In these pages you will discover how we plan to ensure that our expertise, methods and data continue to serve the needs of the European Union and its 500 million citizens, and keep EFSA at the cutting edge of scientific risk assessment of food.

As well as ensuring the continued excellence of our core scientific activities, we want to further open up our work to wider scrutiny and engagement. To this end we are rolling out an 'Open EFSA' programme that will make us more accountable and trusted, more comprehensible and more meaningful to the everyday lives of Europeans. This ambitious initiative will guide our work particularly in the areas of data, methodologies, communication, and relations with partner organisations, stakeholders, institutions and the general public.

Cooperation will be central to ensuring the sustainability of EFSA. We want to build enduring synergies in the European food safety system that make best use of finite resources and allow all members of the European risk assessment community to share expertise and information. The main focus in this area will be to define a mutually beneficial common agenda with our institutional partners, in particular Member States. In practice this means we will develop harmonised methodologies, and share our data and risk assessment expertise.

All this will be in vain unless EFSA's work is trusted, and this will happen only if all the elements of our multi-annual strategy are in place: objective, high-quality science, meaningful cooperation, transparent risk assessment and clear communication. It will take a lot of effort, discipline and time.

If we strengthen trust in our work then we will also strengthen trust in the EU food safety system and, by extension, the European project itself. We are only one player but, working with other members of the EU team, we can make a difference.

The coming years will bring challenges that we must confront and opportunities that we must grasp. We look forward to turning the plans outlined in this document into reality.



Bernhard Url,
Executive Director

Section I – General Context

Three drivers shape EFSA's operating environment

Questions related to food safety¹ are becoming more complex and require faster responses to help risk managers and the EU's 500 million consumers. New areas of risk assessment are emerging, such as in novel foods, and at the interface between animal and public health. Often they demand quantitative approaches addressing global drivers and interactions across scientific domains, on issues such as agricultural practices in developing countries, and changes in food consumption patterns and demographics in the EU. The growing complexity of issues in risk assessment means that traditional scientific categories are not always appropriate, as is demonstrated by the emergence of areas such as environmental risk assessment, post-market monitoring, risk-benefit and efficacy assessment.

In addition, EFSA must remain positioned to **respond rapidly to urgent food safety-related incidents**, the majority of which are likely to be trans-national. Here, EFSA plays an increasing role in providing data analysis and scientific advice to help risk managers respond to food-borne outbreaks, and assisting with the tracing of foods.

The global context is also changing very quickly, with a **societal demand for more openness and transparency**. Open government, technological innovation, and “social” media trends challenge regulatory bodies to engage with the risk assessment community, risk managers, stakeholders, and civil society and to re-think their core and supporting processes.²

The 2014–2020 Multi-annual Financial Framework for the EU indicates a 2% annual reduction in EFSA's establishment plan for the period 2014–2017. Over the same period, EFSA's budget will not increase. Facing complexity and societal change with steady or declining resource puts further pressure on EFSA to do more with less.

¹ In this document, food safety broadly encompasses food and feed safety, animal and plant health and welfare.

² Discussion Paper: Transformation to an Open EFSA.

Section II – Multi-annual programming 2015–2017

1. Strategic objectives

The general context led EFSA to identify 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. Multi-annual Programme 2015–2017

EFSA's multi-annual programme is composed of annual recurring processes that implement the Authority's mission and a portfolio of projects which aims to deliver the strategic objectives described in this document.

This transformation agenda is a response to the external context that challenges EFSA's core business activities and to the risks identified by the EFSA Management Team (Appendix E).

In particular, the programme targets increased efficiency in the provision of scientific advice and risk assessment approaches in food safety including animal health and plant health, where the number of mandates will remain relatively stable.

In the evaluation of regulated products, however, EFSA will have to meet new demands such as applications and notifications under the revised novel food regulation while handling a significant stock of evaluations, particularly in the area of pesticides maximum residue levels.

A new scientific cooperation roadmap will shape EFSA's cooperation activities, to help build synergies in the European food safety system that make best use of finite resources and facilitate a broader sharing of expertise and information.

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% of EFSA 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 a single multi-annual programme to coordinate and align all the projects handling information in EFSA; these projects are identified in this document under the heading "information 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 processes.
- Step up collaboration.
- Create a common risk assessment agenda with Member States.
- Incorporate transparency.
- Engage with society.

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 fulfil 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 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none"> ■ Methodological framework developed (to-be framework) 	<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.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none"> ■ 5% reduction average time of processing an application ■ Stakeholder benefit analysis completed 	<ul style="list-style-type: none"> ■ 10% reduction average time of processing an application ■ Digital dossier management solution 	<ul style="list-style-type: none"> ■ Maintain same level as 2016 ■ Automation of regulated product workflows

Quality Certification

Quality certification aims to achieve compliance of EFSA's quality management system with the international standard ISO 9001 for all EFSA activities. 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.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none"> ■ ISO 9001 compliance for EFSA scientific activities 	<ul style="list-style-type: none"> ■ ISO 9001 compliance for enabling activities 	<ul style="list-style-type: none"> ■ 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 & molecular typing

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. The project has been 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 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ DATA WAREHOUSE (DW) architecture completed and reporting available to Member States■ Zoonoses DW operational■ Chemical Occurrence DW operational■ Food Consumption DW operational■ Molecular typing cluster detection and joint analysis ECDC/EFSA results available to Member States and laboratories	<ul style="list-style-type: none">■ Chemical Hazard DW (including pesticides and contaminants) operational■ Food Composition DW operational■ Ad-hoc Data Collections DW operational■ Molecular Typing DW operational	<ul style="list-style-type: none">■ Open data framework defined■ Veterinary Drug Residues DW operational

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.

TARGET 2015	TARGET 2016	TARGET 2017
—	<ul style="list-style-type: none">■ Repository developed	<ul style="list-style-type: none">■ 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. 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.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ Time to hire reduced by 5%■ Cost to hire reduced by 8%■ Staff engagement^(a) ratio of 75%	<ul style="list-style-type: none">■ Time to hire reduced by 10%■ Cost to hire reduced by 10%■ Expert engagement ratio of 70%	<ul style="list-style-type: none">■ Time to hire reduced by 20%■ Cost to hire reduced by 30%■ Staff engagement ratio of 75%

(a) Engagement is defined as the emotional commitment staff or experts have to the organization and its goals

STEP 2018

This project will improve efficiency and compliance in transactional processing through centralisation. It is an evolutionary step, building on the centralisation of planning and monitoring to improve performance in four areas of EFSA's business: finance and compliance; sourcing; strategy building; planning, analysis, monitoring and reporting.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ New strategic planning and controlling functions established■ 74% of staff dedicated to operational activities	<ul style="list-style-type: none">■ New strategic planning and controlling function operational■ 75% of staff dedicated to operational activities	<ul style="list-style-type: none">■ Ex-post evaluation completed■ 76% of staff dedicated to operational activities

2.1.3. 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.

Open EFSA programme

The programme 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.³ A new Open EFSA policy will drive further transparency and openness as an integral part of the scientific decision-making process. 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 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ Open EFSA Roadmap approved■ Cost benefit assessments initiation■ Stakeholder engagement on independence performed	<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

Clarity of communication

For EFSA's communication to better meet user needs, EFSA will increase its efforts to identify and understand its audiences and their diverse information needs. This will enable the Authority to provide its target audiences with easier access to the information which they need in a format which they can readily use, taking advantage of innovations in information technology.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ Two surveys completed:<ul style="list-style-type: none">(i) Risk perception associated with food among EU consumers(ii) Applicability of the Clear Communications Index in an EU context	<ul style="list-style-type: none">■ Two EFSA's communication campaigns assessed	<ul style="list-style-type: none">■ Two EFSA's communication campaigns assessed

³ <http://www.efsa.europa.eu/en/corporate/doc/openefsadiscussionpaper14.pdf>

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 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ Publishing partner identified■ New editorial workflow implemented■ EFSA Journal available on the platform of the selected publisher	<ul style="list-style-type: none">■ Indexing of the Journal in the key bibliographic databases enhanced	<ul style="list-style-type: none">■ Application for inclusion of EFSA Journal in Medline/PubMed

Online presence development

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

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ New website deployed (Agora project), including new information architecture and supporting technology	<ul style="list-style-type: none">■ Increase use, reach and satisfaction (baseline to be set)	<ul style="list-style-type: none">■ 10% increase use, reach and satisfaction

Data roadmap and information management programme

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 is drafting a roadmap to guide the evolution of those practices. The data roadmap addresses governance, timelines and deliverables.

Many of the projects described above will be influenced by the data roadmap and will be implemented via the Information Programme which will set the projects' scope and their benefit realisation plans. The Information Programme consolidates the portfolio of existing projects aiming at improving data transparency and usefulness and will also serve as a vehicle for transformational change under a single framework, supporting EU open data principles and EFSA's data roadmap.

TARGET 2015	TARGET 2016	TARGET 2017
<ul style="list-style-type: none">■ Initiation of EFSA's presence in the open data space■ Launching a data innovation campaign	<ul style="list-style-type: none">■ Interoperability with other major data collection in the EFSA's scope	<ul style="list-style-type: none">■ Will be established in 2015

2.2. 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.

2.2.1. Scientific advice (Activity 1)

The development of guidance and methodology is a core task of the Authority and is key to reinforcing the EU's international position in food safety protection. This guidance supports robust and open risk assessment evaluations for both, activities 1 and 2.

EFSA's Scientific Committee will continue its work on the development/harmonisation of guidance and methodologies, while continuously engaging with the European Commission and stakeholders. This will include guidance on the use of a weight-of-evidence approach for risk assessment, the integration of biological relevance for toxicological risk assessment, harmonised methodologies for the characterisation of uncertainties and assessment of human exposure, and environmental risk assessment. Another important initiative is the development of methodologies for the identification of emerging risks. The development of methodologies helping the tracing back and forward of contaminated foods will be a focus in 2015–2017.

EFSA's Scientific Panels will continue to develop and update guidance for applicants in the area of regulated products; this work will help to provide the basis for harmonised, reproducible risk assessments and make the pre-authorisation process more efficient. EFSA has also put in place a task force dedicated to the important issue of bee health, providing a multidisciplinary approach to the collection, collation and analysis of data related to bee health risk assessment, risk mitigation and monitoring.

The EFSA panels with a remit on general risk assessment issues (Animal Health and Welfare, Biological Hazards, Contaminants and Plant Health) will propose self-tasking initiatives to advance the risk assessment science in their respective fields, as well as addressing 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.

2.2.2. Evaluation of regulated products (Activity 2)

The deadline for application submissions for food enzymes is March 2015 (around 300 applications are expected), which means the CEF Panel will have a high workload over the coming years. The ANS Panel has reviewed its methods of working to help it handle more efficiently the re-evaluation of the 300 food additives and colours to be finalised by 2020. An important focus in pesticides will be on cumulative risk assessments and residue definition, and environmental assessments covering aquatic and terrestrial ecosystems. The scientific assessments proposing Maximum Residue Levels will be complemented by the publication of the evaluation reports prepared by the Member States.

EFSA will face a substantial increase in the workload on novel foods from 2016 onwards, as the new novel foods regulation, expected to be adopted in 2015, envisages 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 is expecting 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 2015, but EFSA expects to receive the first dossiers for the renewal process.

In general, EFSA will dedicate increasing resources this activity over the period 2015–2017 to progressively decrease the stock of on-going evaluations. It will continue to streamline administrative procedures associated with applications, from receipt to adoption. It will also take steps to improve interaction with applicants, and simplify the application workflows.

2.2.3. Data collection, scientific cooperation and 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. In the coming years it will be guided by a scientific cooperation roadmap – developed in 2014 – which sets out a common agenda with shared priorities agreed with partners.

In light of the new roadmap, EFSA will review the operations of its Advisory Forum and Focal Points to meet the different needs and expectations of the Member States and to establish cooperation “clusters”.

Cooperation with reporting Member States is also crucial in producing factual and scientific based data collection reports as from vertical legislation regarding, in particular, zoonotic agents, food borne diseases, antimicrobial resistance, pesticides, veterinary drug residues etc. but also on chemical occurrence, food consumption, chemical hazards and other “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 EU institutions (ECDC, ECHA, EEA, EMA) and international and third country bodies with a risk assessment mandate. The roadmap and the international scientific programme details how in the coming years EFSA will increasingly work together with these bodies.

Outsourcing remains an important tool for scientific cooperation, however over the period 2015–2017 there will be a shift of resources from specific grants and procurements to framework partnership agreements, thematic grants and twinning projects. The main aim of new grants is to promote joint projects that increase cooperation among Member States as well as between EFSA and Member States.

2.2.4. Communication & dialogue (Activity 4)

Through its risk communications activities EFSA seeks to raise awareness and further 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 2015–2017, communications will continue to be tailored and focused on the impact of EFSA's work on human health, animal health and the environment. The Authority's communication experts 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 EU and international partners; increasing transparency, openness and stakeholder dialogue; developing tools to monitor users' expectations and satisfaction in a systematic manner.

The Open EFSA initiative will be at the core of much of the Authority's communication 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 EFSA's rebranding project. 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 Authority's work more accessible and comprehensible to different audiences.

External Relations will ensure effective liaison with the recently appointed European Commission, the new elected European Parliament and the Council of the EU to respond to their needs and expectations as policy-makers and budgetary authorities. In light of the OPEN EFSA programme, engagement will be central to stakeholder initiatives in 2015–2017.

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

Legal and Regulatory Affairs (LRA) will complete the drafting of a service catalogue for the support of internal customers and for the regulatory function of LRA by 2015. The Unit will also implement the centralisation of the screening of Declarations of Interest by the end of 2015.

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 resource during the period will be dedicated to support of the transformation projects described above. IT is focused on improving business alignment, and has a multi-annual improvement programme that 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. Workload, human and financial resource outlook for the years 2015–2017

3.1. Incoming mandates/applications (internal/external)

More than 90% of EFSA scientific opinions address European Commission (DG SANCO) mandates. The number of mandates in the area of Activity 1 (Provision of Scientific Advice and Risk Assessment Approaches in public health including animal health and plant health) has remained relatively stable over the years at an average of approximately 70 mandates per year and the same workload is expected for the period 2015–2017.

The workload in Activity 2 (Evaluation of Regulated Products) has increased over time, in particular in the years 2008–2010, when a large number of applications were received in the areas of health claims and the re-evaluation of maximum residue levels for pesticides. This generated a large stock of evaluations which is being progressively reabsorbed through re-prioritisation of activities and a transfer of resources from Activities 1 and 3 to Activity 2. This trend is set to continue for the years 2015–2017: incoming mandates have stabilised since 2011 at around 550 per year, but there is still a significant stock of ongoing evaluations. A greater emphasis is also being placed on related tasks e.g. environmental risk assessment, post-market monitoring, risk benefit and efficacy, which call for additional resources in Activity 2. Hence, the multi-annual plan foresees a further increase of FTEs and budget allocated to Activity 2. However, the transfer of resources from Activities 1 and 3 to Activity 2 is not expected to continue after 2017 neither to compromise the effectiveness of EFSA in Activities 1 and 3.

Furthermore, increasing demands for support in crisis management, improved real-time data collection, the several transformation initiatives illustrated above, e.g. openness and transparency in the risk assessment process as well as a customer approach to risk manager requirements and better services to applicants also place additional pressure on the resources allocated in Activities 1,2 and 3.

3.2. Factors driving resource allocation in 2015–2017

The EU multi-annual 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 the 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 79.6 M€ over the period under review.

The resource allocation for the period 2015–2017 respects the following main drivers:

- Reduction of establishment plan by seven posts per year.
- A most likely stable EFSA budget (79.6 M€) (with an increase in the Personnel budget due to the rise in salaries).
- Increase of staff and budget allocated to Activity 2 by 5M€ and 13 FTEs, respectively (the latter involving the recruitment of 10 additional short-term contractual agents to reduce the stock of on-going evaluations in the area of MRLs and allow for the completion of the re-evaluation of food and feed additives).
- Reduction of resources allocated to Activities 1 and 3 in 2015 (1.5 M€ and 4 FTEs, respectively), but maintenance of a relative stability in the following years except for an overall reduction of 1% per year of the budget for Activity 3 between 2015 and 2017.
- Stable investment in transformation projects of approximately 10–12% of the overall EFSA budget (including, for 2016–2017, new projects in the fields of business process management, performance monitoring and online communication that are in the envisioning phase; Appendix A, Table 13).
- Reallocation of efficiency gains generated by the transformation projects in the area of support and governance (reorganisation of activities in the planning and monitoring and finance area, centralisation of travel arrangements for experts, information access management, Scientific Data Warehouse). These gains will be reallocated to EFSA operational activities (Activities 1 to 4). In 2015 an efficiency gain of 6 FTEs is planned. Increased availability of resources from transformation projects will amount to 16 FTEs in 2016 and 11 FTEs in 2017.

The anticipated evolution of staff and budget allocations for the period 2015–2017 is presented in the 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.

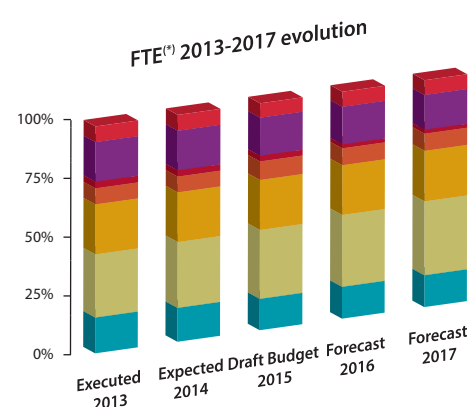


Figure 1: EFSA FTE allocation per activity 2013–2017

(*) the underlying assumption for FTEs estimation is that 1 post equals 1 FTE; in addition, the number of FTEs includes SNEs and CAs

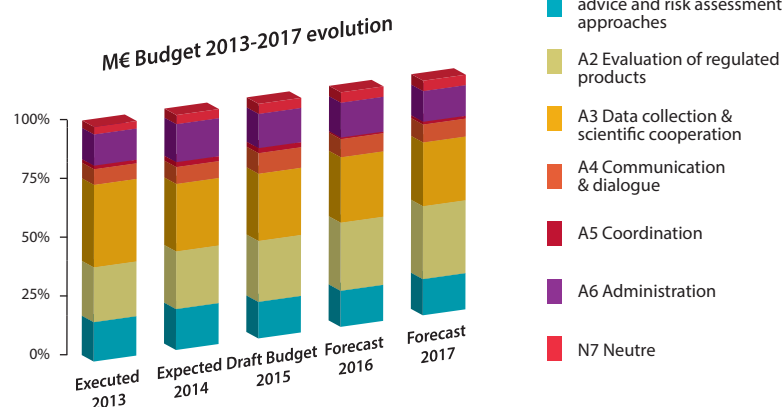


Figure 2: EFSA budget allocation per activity 2013–2017

Section III – Work Programme Year 2015

1. Overview

In 2015 EFSA will have an extensive programme of scientific work and corporate initiatives that will be guided by the Authority's three strategic objectives: fitness for purpose, sustainability and trust. Key developments supporting all of these goals will be the renewal of membership of eight of the Scientific Panels and the Scientific Committee, the hosting of the second EFSA scientific conference in Milan (part of the EU contribution to EXPO 2015), the drafting of a new long-term strategy for EFSA, and the fine-tuning of the "Open EFSA" roadmap ahead of its implementation in 2016.

EFSA will also take major steps forward in communications with the launch of a new website and a review of the EFSA Journal, two initiatives aimed at improving the accessibility and transparency of EFSA's scientific work.

In addition to these activities EFSA will carry out major scientific projects such as opinions on acrylamide and caffeine, the revision of the EU plant pest annexes, and assessments of enzymes and isoflavones. The annual summary reports (zoonoses, food-borne outbreaks, antimicrobial resistance, pesticide residues, molecular typing) will be published.

2. Activities

2.1. Activity 1: Provision of Scientific Advice and Risk Assessment Approaches

2.1.1. Overview of the activity

Activity 1 consists of the provision of scientific advice to risk managers in the areas of food and feed safety, animal health and welfare and plant health as well as the development of uniform risk assessment methodologies across the fields falling within EFSA's mission.

Incoming mandates on the provision of advice and risk assessment approaches are expected to remain at the same level as in 2014, with sufficient resources available for EFSA to self-task in important areas of One Health (e.g. antimicrobial resistance) and to support the EU on urgent requests.

In 2015, the five Panels that support the work of Activity 1 (AHAW, PLH, BIOHAZ, CONTAM and NDA) as well as the Scientific Committee, will be renewed, completing a selection and evaluation process started in 2014.

2.1.2. Objectives, indicators, expected outputs and resources

The PLH Panel will continue with the categorisation of harmful organisms listed in Annex II/A/II of Directive 2000/29, with a request for opinions on a full risk assessment for some of these organisms expected. The AHAW Panel will respond to requests from the Commission on specific topics related to the categorisation and prioritisation of animal diseases in the context of the new animal health law. In addition, requests are expected for the AHAW and PLH Panels in response to developments in the occurrence of plant pests and animal pathogens.

The BIOHAZ Panel will work on the public health risks associated with *Enteroaggregative Escherichia coli* (EAaggEC) as a food-borne pathogen, and on risk-based measures to reduce the use of antimicrobial agents in food-producing animals in the EU. Risk assessment activities on the Ebola virus will continue in 2015 in response to emerging needs. The CONTAM Panel will deliver its comprehensive assessment of acrylamide in food. A large proportion of requests will be for opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed.

Work on dietary reference values will continue in 2015, with the focus on the remaining micronutrients. The NDA Panel will finalise the safety assessment of caffeine, and continue to provide general advice related to dietetic products, such as guidance related to foods for special medical purposes.

The Scientific Committee will continue to carry out guidance activities on expressing uncertainty, environmental risk assessment, weight of evidence and biological relevance, and will start new activities in the areas of harmonising human exposure assessment, interpreting epidemiological data for risk assessment, assessing combined exposure to chemical hazards, methodological issues

in equivalence trials and updating guidance on the use of the benchmark dose approach. Outsourced projects on human bio monitoring and non-monotonic dose response will be concluded.

The AMU and DATA units will work on defining harmonised frameworks in the areas of i) process and guiding principles for evidence-based assessments (Prometheus project) and ii) exposure assessment. They will also support the development and harmonisation of methodologies in the areas of evidence-based methodologies, expert knowledge elicitation, and statistical tools/methods, such as on tracing/pathway modelling.

Table 1: Key performance indicators for Activity 1

OBJECTIVES	INDICATORS	ACHIEVED 2013	EXPECTED 2014	TARGET 2015
Ensure effective delivery of work programme	Number of scientific outputs adopted	62	102 ^(a)	86
Improve the timeliness of scientific advice ^(b)	Proportion of scientific outputs adopted within deadline	–	90%	100%
	Proportion of scientific outputs ^(c) finalised and published in the <i>EFSA Journal</i> within the agreed timelines	–	90%	100%
Ensure full compliance with EFSA policy on Independence	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	99.8%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 1 committed/paid at year end	97.8%/90.3%	100%/90%	100%/90%

(a): The substantial increase verified in 2014 was due to new mandates in the area of Plant Health.

(b): Until 2013 this indicator was provided jointly for the Activities 1, 2 and 3.

(c): Excludes outputs released in batches or with additional communications.

Table 2: Resource allocation for Activity 1

	EXECUTED 2013		EXPECTED 2014		DRAFT BUDGET 2015		VARIATION 2014–2015 ^(a)	
	M€	FTE	M€	FTE	M€	FTE	M€	FTE
A1 Provision of scientific advice and risk assessment approaches	12.95	76	13.88	71	12.4	66	-11%	-7%
Total EFSA	77.14	481	79.70	474	79.57	477		
% Total EFSA	16.79	15.80	17.42	14.98	15.58	13.84		

(a): The reduced direct allocation of budget and human resources to Activity 1 occurs from the reallocation to Activity 3 of projects and processes in the area of data collection. Budget allocated to grants and procurements in support of generic risk assessment is allocated to Activity 3 (Scientific Cooperation).

2.2. Activity 2: Evaluation of Regulated Products

2.2.1. Overview of the activity

Activity 2 is related to the provision of scientific advice to risk managers in the evaluation of substances, products and claims intended to be used in the food chain. EFSA panels are responsible for developing guidance documents on what evidence needs to be presented for the assessment of an application and evaluating the scientific data provided by applicants or others.

In 2015 the four Panels that mostly support the work of Activity 2 – FEEDAP, GMO, NDA and PPR – will be renewed, completing a selection and evaluation process started in 2014.

2.2.2. Objectives, indicators, expected outputs and resources

EFSA will continue to develop a system for the electronic management of regulated products dossiers (Matrix project). This work will be assisted by feedback received in 2014 from EFSA's Scientific Panels, the Scientific Committee, the European Commission, Member State authorities, applicants and other stakeholders.

The APDESK Unit will prioritise the organisation of EFSA Info Sessions on applications for stakeholders, harmonisation of internal workflows, and the development of a clearer and more efficient approach.

The ANS Panel with the support of the FIP Unit, will continue its work on the re-evaluation of authorised food additives, while assessing new applications for food additives, nutrient sources and other substances for nutritional or physiological purposes, such as isoflavones.

A significant increase in workload is anticipated in the area of food enzymes, which will be addressed by the CEF Panel. Evaluation of new flavouring substances not on the EU Register will continue. Work on monomers and additives to be used in plastic food contact materials is expected to increase.

The main activities of FEEDAP Panel and the FEED Unit will include the re-evaluation of existing feed additives, a process that started in 2010. In addition, the Panel will work on the assessment of new feed additives, new uses of existing feed additives, modification of existing authorisations, and on scientific opinions concerning generic issues under its remit. The renewal of the authorisation process will start for those feed additives for which 10 years have elapsed since their first authorisation.

The Panel on Genetically Modified Organisms (GMO) and the GMO Unit will assess applications for the use of GMOs in food and feed as well as for cultivation. Guidance documents will be prepared and updated for applicants. The renewal of the authorisation process will start for GMOs for which 10 years have elapsed since their first authorisation.

The NDA Panel and the Nutrition Unit will work on novel food and health claim applications, and on updating or developing guidance documents for applicants.

The PPR Panel and Pesticides Unit (PRAS) will develop and revise harmonised risk assessment methodologies and guidance documents for pesticides in the area of human health and environmental protection. The Unit will prioritise the MRL review process and publish the *Annual Report on Pesticide Residues*. Dedicated scientific staff resources (4FTE) will be allocated to PRAS with the objective of reducing the backlog related to the MRL review. Considering the length of the evaluation process (1 year), the expected reduction will only be visible from 2016 onwards. It is expected that the backlog will be resolved within the next 7 years.

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 treatment to remove microbial surface contamination of foods of animal origin.

Table 3: Key performance indicators for Activity 2

OBJECTIVES	INDICATORS	ACHIEVED 2013	EXPECTED 2014	TARGET 2015
Ensure effective delivery of work programme	Number of scientific outputs adopted	267	285	304
Improve the timeliness of scientific advice ^(a)	Proportion of scientific outputs adopted within deadline (excluding questions already overdue at the beginning of the year – backlog) ^(b)	–	80%	90%
	Proportion of scientific outputs ^(c) finalised and published in the EFSA Journal within the agreed timelines	–	90%	100%
Ensure full compliance with EFSA policy on Independence	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	99.8%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 2 committed/paid at year end	99.1%/91.2%	100%/92%	100%/90%

(a): Until 2013 this indicator was provided jointly for the Activities 1, 2 and 3.

(b): A special monitoring approach will be established for all pesticides' MRL opinions

(c): Excludes outputs released in batches or with additional communications.

Table 4: Resource allocation for Activity 2

	EXECUTED 2013		EXPECTED 2014		DRAFT BUDGET 2015		VARIATION 2014–2015 ^(a)	
	M€	FTE	M€	FTE	M€	FTE	M€	FTE
A2 Evaluation of regulated products	18.03	134	19.56	138	20.68	145	6%	5%
Total EFSA	77.14	481	79.70	474	79.57	477		
% Total EFSA	23.37	27.86	24.54	29.11	25.99	30.40		

(a): The increase of resource allocation, in particular on FTE, to Activity 2 (regulated products) is planned with the objective to gradually reduce of the backlog in the pesticides area.

2.3. Activity 3: Data collection, Scientific Cooperation and Networking

2.3.1. Overview of the activity

Activity 3 covers data collection and analysis, and scientific cooperation. Data collection is part of EFSA's mission and essential to areas of its work related to vertical legislation (e.g. zoonoses, pesticides). Scientific cooperation and networking is essential to ensure harmonisation of methodologies and approaches to risk assessment, better use of scientific and technical resources and effective data sharing.

2.3.2. Objectives, indicators, expected outputs and resources

EFSA will implement its Scientific Cooperation Roadmap 2014–2016 and give priority to strengthening its Focal Point network and information exchange through Scientific Networks, optimising outsourcing possibilities, supporting training activities for experts and developing an EU risk assessment agenda. For the latter initiative, EFSA aims in 2015 to identify a number of medium- and long-term priority topics on which it can work with Member States. EFSA will also implement its multi-annual programme on international scientific cooperation and provide scientific support to the European Neighbourhood countries.

To further optimise the use of grants and procurements in support of its scientific risk assessment work EFSA has set two objectives: (i) to access the expertise of national organisations for preparatory work supporting EFSA risk assessments, and (ii) to build data and methodological capacity for future risk assessments in areas prioritised jointly by EFSA, the Member States, and other partners. Framework contracts, notably on generating, collecting, collating, synthesising and analysing evidence, and with ECDC on generating and analysing surveillance data for vector-borne diseases, will be implemented.

EFSA will explore the use of new grants schemes, namely: i) framework partnership agreements, with a pilot project on cumulative exposure assessments and relevant software tool(s) development; and ii) thematic grants, with a first call on "New approaches in identifying and characterising microbiological and chemical hazards"⁴ launched in 2014.

The DATA Roadmap, being finalized at the end of 2014 will start being implemented in 2015. The implementation of the Standard Sample Description 2.0 (SSD2) will be piloted with Member States. The next phase of the EU MENU project will incorporate food consumption data collected from the latest tranche of countries. The SCIENTIFIC DATA WAREHOUSE project, the single data hub for access and analysis to EFSA data, will enter its second phase with zoonoses, food additives, food composition and ad hoc data collections added to the database and made available to external users, in line with the data access rules agreed with the Member States. Within the MOLECULAR TYPING project, a pilot data collection and analysis will be conducted, the latter jointly with ECDC. Training will be delivered to Member States on the FoodEx2 food classification system. Work will continue on the set-up of the new sample-based data collection of annual veterinary drug residues.

EU Summary Reports on zoonoses and food-borne outbreaks and on antimicrobial resistance will be produced together with ECDC. A new report on the results of the monitoring of veterinary drug residues in food of animal origin in the Member States will also be produced.

The crisis preparedness training moves into the last of its four-year cycle with a crisis simulation exercise addressing all steps of crisis response. Training on risk assessment for experts and staff will also continue.

Following the implementation of the EFSA document management system in 2014, work will start on the Open ScAIE project (Open Advanced Scientific Information and Evidence Hub), on developing a search and access tool for peer-reviewed scientific literature, and a repository for other information sources.

4 <http://www.efsa.europa.eu/en/art36grants/article36/gpefsaafscsco201501.htm>

Table 5: Key performance indicators for Activity 3

OBJECTIVES	INDICATORS	ACHIEVED 2013	EXPECTED 2014	TARGET 2015
Ensure effective delivery of work programme	Number of Scientific Reports of EFSA approved	7	10	2 ^(a)
	Number of External Scientific reports	74	69	54
	Number of Event reports and Technical reports ^(b)	81	110	93
Ensure full compliance with EFSA policy on Independence	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	99.8%	100%	100%
Ensure effective use of financial resources	Proportion of original budget for Activity 3 committed/paid at year end	98%/93%	100%/90%	100%/90%
Effective execution of grants and procurements programme	Proportion of original grants and procurements budget for Activity 3 committed/paid at year end	103%/110%	100%/95%	100%/100%

(a): EU Summary Reports on zoonoses / foodborne outbreaks and on antimicrobial resistance. 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.

(b): Event and technical reports linked with scientific cooperation activities and network annual reports.

Table 6: Resource allocation for Activity 3

	EXECUTED 2013		EXPECTED 2014		DRAFT BUDGET 2015		VARIATION 2014-2015	
	M€	FTE	M€	FTE	M€	FTE	M€	FTE
A3 Data collection & scientific cooperation	27.13	106	22.90	104	22.79	105	0%	1%
Total EFSA	77.14	481	79.70	474	79.57	477		
% Total EFSA	35.17	22.04	28.73	21.94	28.64	22.01		

2.4. Activity 4: Communication and Dialogue

2.4.1. Overview of the activity

EFSA's mission in risk communications is to provide appropriate, consistent, accurate and timely communications on food safety issues to all interested parties, stakeholders and the public at large, based on the Authority's risk assessments and scientific expertise.

2.4.2. Objectives, indicators, expected outcomes and outputs, and resources

Key projects are the launch of a new website (AGORA project), a review of the EFSA Journal, and the publication of a glossary on risk communications. A research contract will be completed that will help EFSA to better understand, define and meet the needs of its target audiences.

From 2015 onwards communication activities related to stakeholders and institutions will be handled by an integrated team within the Communications and External Relations Department. This, together with the additional efforts to meet target audiences, means the weight of this activity will increase by 1% in 2015. Closer relations will be sought with all EU institutions (Commission, Council and Parliament) to ensure that they support EFSA when deliberating on budget, discharge and policy/regulatory matters, the number and significance of EP recommendations when granting budget discharge will be used as an indicator. EFSA will also establish more consistent relations with other EU agencies through bilateral contacts and the Network of Agencies.

A rebranding project will be carried out with the objective of reinforcing positive perceptions of EFSA.

In 2014, EFSA evaluated the Clear Communication Index (CCI), a research-based tool for planning and assessing public communication materials. EFSA will investigate similar initiatives that can contribute towards more effective risk communication in 2015.

Drafted in cooperation with EU and Member State partners, revised guidelines on risk and crisis communications will support efforts to promote coherent risk communications at EU and international level.

Participation in EXPO 2015 in Milan will feature prominently among the events aimed at setting the EU risk assessment agenda and highlighting the impact of EFSA's work on human health, animal health and the environment.

Table 7: Key performance indicators for Activity 4

OBJECTIVES	INDICATORS	ACHIEVED 2013	EXPECTED 2014	TARGET 2015
Improve EFSA's visibility and outreach	Traffic to EFSA web content (web metrics)	2.2 M	2.4 M	2.4 M
	Total number of subscribers to online subscription products (newsletter and alerts)	31,912	33,000	35,000
	Impact score of the articles dedicated to EFSA ^(a)	–	Baseline year	5
Improve EFSA's Social media reach	Increase in the number of Twitter followers	–	Baseline year ^(b)	+20%
	Traffic to EFSA web content from social media	–	Baseline year	+3%
Improve the timeliness	Proportion of press releases/web news items accompanying scientific outputs delivered within 20 working days of adoption ^(c)	78%	80%	85%
Ensure effective use of financial resources	Proportion of original communication and dialogue budget committed/paid at year end	99.7%/91.3%	100%/90%	100%/90%

(a): In 2014 the Media Relations team developed an analytical tool for media analysis to gauge media impact based on a weighting system tailored to EFSA's needs. The system combines the significance – or 'weight' – of the media outlet with the favourability of each article or broadcast, to arrive at an overall impact score. The impact score is calculated on a scale from -100 to +100. Neutral coverage would correspond to an impact score of between approximately 5 and 15.

(b): The number of followers in October 2014 was 7,500.

(c): This indicator covers press releases and web news items on a number of key selected scientific outputs and does not include outputs released in batches such as health claim opinions.

Table 8: Resource allocation for Activity 4

	EXECUTED 2013		EXPECTED 2014		DRAFT BUDGET 2015		VARIATION 2014–2015 ^(a)	
	M€	FTE	M€	FTE	M€	FTE	M€	FTE
A4 Communication and dialogue	5.15	34	5.73	33	6.99	39	22%	18%
Total EFSA	77.14	481	79.70	474	79.57	477		
% Total EFSA	6.68	7.07	7.19	6.96	8.78	8.18		

(a): The variation on resource attribution is due to the reclassification of the proofreading activity into Activity 4 pillar, as well as the grouping into communication and dialogue of FTEs allocated to institutional and stakeholder relations.

2.5. Activities 5, 6 and 7: Governance, Support and Coordination

2.5.1. Overview of the activity

EFSA's corporate management, coordination and support functions will work to ensure that EFSA's work in the core business areas of science and communication complies with EFSA's legal framework, core values and strategic objectives as well as with principles of effectiveness and efficiency (extracting best value from its resources).

2.5.2. Objectives, indicators, expected outcomes and resources

EFSA will prepare and submit to the Management Board (MB) for adoption a new strategic plan 2015–2020. Planning, monitoring and performance management will be reinforced through the creation of new functions (STEP 2018 project). EFSA will also pursue a closer dialogue with DG SANCO to improve forecasting of incoming work in the short, medium and long term.

A new IT tool, SCIFORMA, will improve resource planning and monitoring as well as tracking the actual time spent for processes and projects.

In finance, the e-Procurement initiative will improve efficiency in outsourcing. The HUCAP unit will focus on i) using more precise testing tools and developing good practices in recruitment; ii) offering training programmes, internal mobility and other career development opportunities; and iii) broadening experience of staff through international exchanges (Talent management project).

Automated batch payments, e-invoicing and paperless financial workflows will generate further efficiencies in administration.

Priorities for information technology in 2015 will include: i) renewal of the IT services portfolio for all external project and services delivery via a new framework contract; ii) development of the electronic collection of structured scientific data; iii) improved support for interactions with applicants and management of applications; iv) deployment of electronic tools for planning and monitoring.

The Legal and Regulatory Affairs (LRA) Unit will: i) drive the planned centralisation of assessment of declarations of interest; ii) draft a Service Catalogue for the business support and regulatory function; iii) finalise follow-up actions for the Anti-Fraud Framework Strategy; and iv) organise training on awareness of legal risks, and process litigation management.

Table 9: Key performance indicators for Activities 5–7

OBJECTIVES	INDICATORS	ACHIEVED 2013	EXPECTED 2014	TARGET 2015
Effective use of EFSA financial resources	Commitments credit executed	100%	100%	100%
	Payments credit executed	100%	100%	100%
	Carry forward of payments to following year	11%	10%	10%
Effective use of legal resources	Compliance with formal legal procedures Empowerment of management to take informed decisions in line with legal obligations	100%	100%	100%
Effective use of IT resources	IT projects delivered within budget and deadline	93%	96%	96%
Ensure best management of staff	Average statutory staff occupancy rate	94.5%	94%	95%
Establish a ISO 9001 compliant quality management system	Proportion of EFSA's activities compliant with ISO 9001:2008	–	60%	80%

Table 10: Resource allocation for Activities 5–7

	EXECUTED 2013		EXPECTED 2014		DRAFT BUDGET 2015		VARIATION 2014–2015 ^(a)	
	M€	FTE	M€	FTE	M€	FTE	M€	FTE
A5 Coordination	1.15	14	1.63	13	1.68	12	3%	-8%
A6 Administration	10.29	84	12.92	83	11.63	80	-10%	-4%
N7 Neutre	2.44	33	3.07	32	3.4	30	11%	-6%
Total support activities	13.88	131	17.62	128	16.71	122	-5%	-5%
Total EFSA	77.14	481	79.70	474	79.57	477		
% Total EFSA	17.99	27.23	22.11	27.00	21.00	25.58		

(a): The variation observed in 2015 on resource allocation between A5, A6 and N7 are result from the application of the EC updated methodology on activities distribution.

Adopted in Parma
on 18 December 2014



SIGNED

Sue Davies
Chair of the Management Board

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 SANCO	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
EXO	EFSA Executive Office
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
SCISTRAT	EFSA Science Strategy and Coordination Department
SOP	Standard Operating Procedure

Appendix A – Resource allocation per Activity 2015–2017

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

EFSA's Activities	Executed 2013	Expected 2014	Draft Budget 2015		Forecast 2016		Forecast 2017		Variation 2017 vs. 2015
	M€	M€	M€	%	M€	%	M€	%	M€
A1 Provision of scientific advice & risk assessment approaches	12.95	13.88	12.40	16%	12.23	15%	12.28	15%	-0.12
A2 Evaluation of regulated products	18.03	19.56	20.68	26%	23.12	29%	24.73	31%	4.06
A3 Data collection & scientific cooperation	27.13	22.9	22.79	29%	22.19	28%	21.63	27%	-1.16
A4 Communication & dialogue	5.15	5.73	6.99	9%	6.15	8%	6.08	8%	-0.91
Total operational activities	63.26	62.07	62.85	79%	63.70	80%	64.72	81%	1.86
A5 Coordination	1.15	1.63	1.68	2%	0.51	1%	0.92	1%	-0.76
A6 Administration	10.29	12.92	11.63	15%	11.84	15%	10.42	13%	-1.22
N7 Neutre	2.44	3.07	3.40	4%	3.51	4%	3.52	4%	0.12
Total support activities	13.88	17.62	16.71	21%	15.87	20%	14.85	19%	-1.86
Total EFSA	77.14	79.70	79.57		79.57		79.57		0.00

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

EFSA's Activities	Executed 2013	Expected 2014	Draft Budget 2015		Forecast 2016		Forecast 2017		Variation 2017 vs. 2015
	FTE ^(a)	FTE	FTE	%	FTE	%	FTE	%	FTE
A1 Provision of scientific advice & risk assessment approaches	76	71	66	14%	66	14%	65	14%	-1
A2 Evaluation of regulated products	134	138	145	30%	149	32%	151	33%	6
A3 Data collection & scientific cooperation	106	104	105	22%	103	22%	103	22%	-2
A4 Communication & dialogue	34	33	39	8%	35	7%	35	7%	-4
Total operational activities	350	346	355	74%	353	75%	354	76%	-1
A5 Coordination	14	13	12	3%	8	2%	8	2%	-4
A6 Administration	84	83	80	17%	78	17%	71	15%	-9
N7 Neutre	33	32	30	6%	31	7%	30	7%	0
Total support activities	131	129	122	26%	117	25%	109	24%	-13
Total EFSA	481	474	477		470		463		-14

(a): The underlying assumption for FTEs estimation is that 1 post equals 1 FTE; in addition, the number of FTEs includes SNEs and CAs.

Table 13: Organisational development projects resource allocation

Project Title		Timeline		Resource allocation							
		Start	Delivery	2015		2016		2017		Total budget 2015–2017 ^(a)	IT budget 2015–2017
				FTE	M€	FTE	M€	FTE	M€	M€	M€
Information Programme	Open ScAIE	2014	2017	1.6	0.0	2.0	0.6	–	0.4	1.4	0.0
	Scientific data warehouse	2013	2018	4.5	0.8	1.6	0.0	–	0.0	1.4	0.8
	Molecular typing	2013	2015	1.9	0.3	–	0.0	–	0.0	0.5	0.3
	Data management system 2015	2014	2015	1.6	0.3	–	0.0	–	0.0	0.5	0.3
	EFSA thesaurus	2015	2015	1.4	0.0	–	0.0	–	0.0	0.1	0.0
	Information access management	2015	2017	0.6	0.6	1.2	0.5	–	0.3	1.6	1.4
	EFSA Journal	2014	2018	1.6	0.3	–	0.4	–	0.4	1.3	0.0
	Website – Agora	2014	2015	2.5	0.5	–	0.0	–	0.0	0.7	0.4
	Matrix	2014	2018	2.4	0.2	2.2	1.7	4.1	2.1	4.8	3.9
Business continuity project		2015	2016	2.1	0.3	2.6	0.3	0.8	0.0	1.1	0.4
Quality management project		2012	2017	1.6	0.1	4.0	0.1	3.9	0.1	1.2	0.0
Organisational evolution support program – STEP 2018		2014	2018	3.1	0.9	–	0.0	–	0.0	1.2	0.3
Automate logistic support to meetings		2014	2015	1.7	0.2	–	0.0	–	0.0	0.4	0.2
Talent management		2014	2018	5.7	1.2	5.2	1.3	5.2	1.3	5.4	3.7
Prometheus		2014	2016	2.4	0.3	2.5	0.0	–	0.0	0.8	0.0
Total operational budget				34.6	5.9	21.3	4.8	13.9	4.5		
Staff costs					3.5		2.1		1.4		
Total cost projects (including staff)					9.4		7.0		5.8	22.2	11.7

(a) Includes operational, IT and Staff costs

Appendix B – Detailed activities 2015

Table 14: Predicted scientific outputs 2015

	APDESK	FEED	REPRO				RASA				SCISTRAT		Total
	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	AFSCO	SCER			
Activity 1. Provision of scientific opinions and advice & risk assessment approaches													
Guidance of EFSA	–	–	–	–	–	–	–	–	–	–	–	–	–
Guidance of the Scientific Committee / Scientific Panel	–	–	–	–	–	–	1	–	–	–	–	–	1
Opinion of the Scientific Committee / Scientific Panel	–	8	2	–	15	–	28	–	23	–	–	4	80
Scientific Report of EFSA	–	–	–	–	–	–	3	1	1	–	–	–	5
Total Activity 1	–	8	2	–	15	–	32	1	24	–	–	4	86
Activity 2. Evaluation of products, substances and claims subject to authorisation													
Conclusion on Pesticides Peer Review	–	–	–	–	–	45	–	–	–	–	–	–	45
Guidance of EFSA	–	–	–	–	–	1	–	–	–	–	–	–	1
Guidance of the Scientific Committee / Scientific Panel	–	–	1	2	3	–	–	–	–	–	–	–	6
Opinion of the Scientific Committee / Scientific Panel	–	61	73	10	29	3	–	–	4	–	–	–	180
Reasoned Opinion	–	–	–	–	–	70	–	–	–	–	–	–	70
Scientific Report of EFSA	–	–	–	–	–	2	–	–	–	–	–	–	2
Statement of EFSA	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Activity 2	–	61	74	12	32	121	–	–	4	–	–	–	304
Activity 3. Data collection, scientific cooperation and networking													
Opinion of the Scientific Committee / Scientific Panel	–	–	–	–	–	–	–	–	–	–	–	1	1
Scientific Report of EFSA	–	–	–	–	–	–	–	–	2	–	–	–	2
Total Activity 3	–	–	–	–	–	–	–	–	2	–	–	1	3
Other publications													
Event report	–	–	–	1	–	1	1	–	–	–	5	1	9
External Scientific Report	2	3	6	–	1	7	9	2	5	13	–	6	54
Technical report	–	–	–	12	22	23	–	1	7	8	1	10	84
Total Other publications	2	3	6	13	23	31	10	3	12	21	6	17	147
Total Outputs	2	72	82	25	70	152	42	4	42	21	6	22	540

Table 15: Resource allocation by Activity 1 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A1 resources	
			FTEs	K€	FTEs	K€
AHAW Generic opinions – Art29	ALPHA	RASA	8.06	1,025	7.06	659
PLH Generic opinions – Art29			7.30	920	7.00	555
ALPHA General scientific and technical assistance – Art31			1.83	8	1.43	8
AHAW self tasks			0.60	0	0.45	0
PLH self tasks			0.50	35	0.50	35
Methodological development and assistance	AMU		5.41	100	1.37	0
AMU General scientific and technical assistance – Art31			1.25	25	1.25	25
Guidance on Expert knowledge elicitation methodology			0.65	46	0.35	46
Prometheus			2.36	260	1.95	60
Methodologies for Equivalence			0.70	25	0.70	25
BIOHAZ Generic opinions – Art29	BIOCONTAM		4.47	417	4.42	403
CONTAM Generic opinions – Art29			8.07	685	5.97	677
BIOCONTAM General scientific and technical assistance – Art.31			0.65	5	0.35	5
BIOHAZ self tasks			1.58	101	1.53	91
Acrylamide in food			0.25	15	0.20	15
Exposure assessment development	DATA		0.40	36	0.40	36
FEEDAD – EC Generic requests	FEED	REPRO	0.90	101	0.90	101
NUTRIENT– Generic request	FIP		1.20	14	1.20	14
FCM – Generic requests			0.22	0	0.15	0
DRV – EC Generic requests	NUTRI		3.85	209	3.23	199
NUTRI – Technical assistance to EC			0.30	15	0.25	15
Special medical purposes			0.50	25	0.50	25
Bee health	SCER	SCISTRAT	1.99	575	1.40	75
Multi-sectoral opinions & statements			1.28	128	1.26	124
Develop cross-cutting guidances			5.39	693	4.18	502
Crisis Support			2.24	109	0.93	10
A1 tasks supporting other projects/processes					17.55	1,566
Staff and infrastructure reallocation						7,134
Total activities under A1 – Provision of scientific opinions and advice & risk assessment approaches					66.48	12,403

Table 16: Resource allocation by Activity 2 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A2 resources	
			FTEs	K€	FTEs	K€
BIOHAZ Applications – Animal by-products	BIOCONTAM	RASA	0.81	23	0.81	22
AMT – Decontamination dossiers			0.51	31	0.51	31
Stakeholders support & Webform	APDESK	REPRO	1.30	48	1.30	0
Matrix			2.38	200	2.28	200
Increased efficiency for applications for Regulated Products			1.73	0	1.73	0
FEEDAD – Applications	FEED		8.70	295	8.67	295
FEEDAD – Re-evaluation			9.12	736	9.08	621
FEEDAD – Renewal			0.10	0	0.10	0
Flavour – Applications	FIP		2.35	246	2.15	144
Flavour – Re-evaluation			2.49	29	2.44	27
FOODAD – Applications			1.14	133	0.89	133
FOODAD – Re-evaluation			7.14	130	4.89	130
FCM – Applications			7.32	817	6.22	451
ENZ – Applications			7.33	371	6.73	138
NUTRIENT – Applications	GMO		0.57	390	0.47	360
GMO – Applications			15.48	1,000	14.58	615
GMO – Guidance documents on Renewal			0.20	13	0.20	13
GMO – Guidance documents on Agro Pheno			0.20	21	0.20	21
GMO – Guidance documents on Allergenicity			1.00	73	1.00	43
GMO – Urgent/politically sensitive requests			2.80	20	2.80	20
NOVEL – Applications	NUTRI		2.40	148	1.60	79
CLAIMS – Applications			5.22	184	4.80	184
EFSA Guidance documents	PRAS		0.61	21	0.46	21
Scientific Opinions and Guidance Documents of PPR Panel			5.52	669	4.63	453
Approval of new active substances			7.09	0	7.09	0
Approval of basic substances			2.08	0	2.08	0
Confirmatory information on active substances			4.62	0	4.62	0
Amendments of the condition of approval of active substances			1.91	0	1.91	0
Commission requests on the review of the approval of active substances			4.48	229	4.24	229
Renewal of the approval of active substances			9.28	0	9.28	0
MRL applications			3.90	0	3.90	0
Assessment of existing MRLs			6.10	125	5.30	0
Commission requests on the assessment of the risks related to MRLs			1.61	200	0.92	0
Preparation of the annual CCPR meeting			0.88	100	0.88	0
Annual report on pesticide residues			3.50	0	2.45	0
Training attendance	HUCAP	RESU	13.25	0	3.57	0
Promoting legality & regularity	LRA		3.30	0	3.30	0
A2 tasks supporting other projects/processes					16.42	1,406
Staff and infrastructure reallocation						15,040
Total activities under A2 – Evaluation of products, substances and claims subject to Authorisation					144.50	20,675

Table 17: Resource allocation by Activity 3 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A3 resources	
			FTEs	K€	FTEs	K€
ALPHA Internal projects	ALPHA	RASA	1.10	935	1.10	900
Library management & services			1.00	449	1.00	449
Post market monitoring	AMU		0.85	100	0.57	100
Data representativeness of the pesticides data collection			0.70	0	0.70	0
Open ScAIE Project			1.55	0	1.25	0
Foodborne outbreak investigation	BIOCONTAM		0.52	0	0.52	0
BIOCONTAM Internal projects			1.50	750	1.50	750
Zoonoses & AMR summary reports			6.08	100	6.08	50
Data collection	DATA		3.85	200	3.85	200
DATA General scientific and technical assistance – Art31			1.59	0	1.59	0
EU Menu			0.30	1,250	0.30	1,250
SSD Implementation			0.43	300	0.43	300
FOODEX 2 implementation			0.30	8	0.30	8
Data Warehouse			4.50	780	4.50	0
Molecular typing			1.90	308	1.90	308
New Data Collection on veterinary Drug Residues			0.95	5	0.95	5
Data Roadmap			0.53	0	0.53	0
EFSA’s Terminologies, Thesaurus and Metadata definition project			1.42	0	0.85	0
Advisory Forum – Scientific Cooperation	AFSCO	SCISTRAT	2.85	150	2.80	150
Focal Points			1.80	1,090	1.80	1,090
Cooperation tools			2.64	1,000	2.61	1,000
Stakeholder Relationship			0.51	0	0.37	0
International Cooperation and Interagency cooperation including EU ANSA			3.93	69	2.80	19
Scientific networks coordination			2.55	422	1.96	316
Pre-accession			1.00	0	1.00	0
European Neighbourhood			0.40	0	0.40	0
Emerging risks identification	SCER		2.26	94	1.26	39
Scientific Colloquia			0.08	0	0.08	0
Preparatory work for future advice			0.48	0	0.48	0
Hazard Databases			0.78	152	0.78	152
RASFF & Horizon 2020 support			0.33	0	0.31	0
Expert selection for the SC, Panels and WGs	SCISTRAT		1.69	0	1.33	0
Policy on Independence Implementation			3.47	60	1.41	0
Transparency in risk assessment			1.27	0	0.57	0
Internal Scientific Coordination			1.79	0	0.76	0
Information Management Programme	ED	ED	1.00	0	1.00	0
Legal and regulatory risks corporate framework	LRA	RESU	1.60	0	1.60	0
Ethic and Fraud Prevention and Investigation			0.50	0	0.50	0
A3 tasks supporting other projects/processes					52.82	5,052
Staff and infrastructure reallocation						10,651
Total activities under A3 – Data Collection, scientific cooperation and networking					104.56	22,788

Table 18: Resource allocation by Activity 4 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A4 resources	
			FTEs	K€	FTEs	K€
Communication tools and dissemination	CHAN	COMMS	4.67	114	4.67	114
EFSA Journal			2.00	0	2.00	0
AGORA			2.50	485	2.50	485
EFSA Journal redesign			1.57	320	1.55	320
Risk Communications networks	COMMS		4.10	157	4.10	157
Corporate Identity			0.15	50	0.15	50
Communications content development	EDIT		6.63	0	6.58	0
Media relations			4.43	0	4.15	0
Communications research, evaluating and monitoring			2.25	108	2.25	108
Chemicals in food report			0.09	0	0.08	0
Institutional relations	EXO	ED	1.60	0	0.03	0
International Conference EXPO 2015	SCISTRAT	SCISTRAT	4.09	566	1.20	566
A4 tasks supporting other projects/processes					9.52	1,270
Staff and infrastructure reallocation						3,919
Total activities under A4 – Communications and Dialogue					38.78	6,989

Table 19: Resource allocation by Activity 5 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A5 resources	
			FTEs	K€	FTEs	K€
Management Board	EXO	ED	0.95	110	0.75	110
Project Management Implementation	IT	RESU	0.90	278	0.80	0
Pre-litigation and Litigation Management	LRA		1.00	93	1.00	93
Compliance to Public Access to Documents			1.52	0	1.50	0
Personal Data Protection environment			0.30	0	0.30	0
Planning, performance progress monitoring and corporate reporting	EXO		ED	7.57	100	2.10
PCO		3.84		0	1.10	0
Relation with Italian institutions and local initiatives		0.55		22	0.20	0
A5 tasks supporting other projects/processes					4.74	180
Staff and infrastructure reallocation						1,247
Total activities under A5 – Coordination					12.49	1,680

Table 20: Resource allocation by Activity 6 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which A6 resources	
			FTEs	K€	FTEs	K€
Internal Communication work-plan roll out	COMMS	COMMS	0.95	0	0.95	0
Document Management System 2015	EXO	ED	1.60	296	1.00	0
Audit Engagement	IAC		2.30	0	2.00	0
Site management	CORSER	RESU	6.00	3,557	6.00	0
Outreach support			1.99	147	1.99	0
Centralised Logistic Support to Meetings			10.00	0	10.00	0
Transformation to an open EFSA			0.15	241	0.15	0
Business Continuity Implementation			2.10	312	2.10	70
Automate logistic support to meetings			1.70	210	1.00	0
Budget preparation & management			2.70	0	0.70	0
Plan, forecast and monitor staffing needs			0.80	100	0.80	100
Develop and train EFSA talents			3.50	900	3.50	0
Sourcing and attracting talents			6.41	100	6.30	100
Motivate, care and retain talents	HUCAP	RESU	3.27	150	2.00	150
Supporting people engagement			1.10	395	1.10	340
Managing change in staff status			4.45	39,086	0.00	1,296
Staff Committee			0.70	0	0.20	0
Talent management			5.50	1,200	2.10	0
IT Supplier Transition			0.48	0	0.40	0
Run IT			10.49	3,282	8.78	1,140
IT Innovator	ITS	RESU	2.15	100	2.00	0
Introduction of a framework for Information Access Management			0.64	600	0	0
Enhance IT			2.53	800	0	0
Organisational Evolution Support Program			3.10	862	1.90	300
Document Management System process	RESU	RESU	3.86	0	1.54	0
General Management coordination			12.82	0	2.00	0
General support duties management assistance			15.82	0	2.90	0
General activities for implementing EFSA policies & rules			2.33	0	0.70	0
A6 tasks supporting other projects/processes					17.93	362
Staff and infrastructure reallocation						7,775
Total activities under A6 – Administration					80.04	11,633

Table 21: Resource allocation by Activity 7 projects and processes

Project/process title	Leading unit	Leading dept.	Total EFSA resources per project/process		of which N7 resources	
			FTEs	K€	FTEs	K€
Quality management system development	EXO	ED	1.60	70	1.00	70
Quality management system operation			2.25	100	1.00	100
Control environment deployment	FIN	RESU	4.50	0	4.50	0
Accounting services			2.00	2	2.00	2
Procurement centralised support			16.10	0	0	0
Financial back office			20.13	4,620	11.00	300
N7 tasks supporting other projects/processes					10.75	50
Staff and infrastructure reallocation						2,877
Total activities under N7 – Neutral					30.25	3,399

Appendix C – Human and Financial Resources 2015

The evolution of the staff expenditure in 2015 is triggered by three main factors: the reduction of the establishment plan by 7 posts, the recruitment of 10 additional short-term contractual agents and the expected increase by 1% of the average recruitment rate to 95%. The infrastructure and operating expenditure will continue to be kept under tight control with a 2015 budget reduction of 3% compared to 2014. A limited reduction of -1% is planned in the operational budget in 2015. EFSA will maintain the investment of budgetary resources to the operational strategy and developments.

Table 22: Budget distribution per title

Title (in M€)	Executed 2013	Expected 2014	Draft Budget 2015	Variation vs. 2014
Title I: Personnel Expenses for personnel linked to the Authority	39.37	41.07	41.67	1%
Title II: Infrastructure Building equipment & miscellaneous operating expenditure linked to the Authority	9.3	9.86	9.55	-3%
Title III: Operations Operating expenditure linked to the Authority	28.47	28.77	28.35	-1%
Total	77.14	79.7	79.57	0%

Table 23: Statement of expenditure 2014⁵

Title	Budget 2013 Executed		Budget 2014		Budget 2015	
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations
I	39,372,097	38,405,147	41,073,712	41,073,712	41,669,000	41,669,000
II	9,304,473	7,216,810	9,861,510	9,861,510	9,553,000	9,553,000
III	28,469,666	22,943,927	28,766,000	28,766,000	28,354,000	26,810,400
Total	77,146,237	68,565,884	79,701,222	79,701,222	79,576,000	78,032,400

⁵ This table does not include the earmarked ENPI (European Neighbourhood Programme), which is executed under a specific agreement with DG DEVCO.

Table 24: Budget evolution by chapter 2013–2015

EXPENDITURE	Commitment appropriations			
	Executed Budget 2013	Budget 2014	PDB ^(a) 2015 Agency request	VAR 2015/ 2014
Title I Staff Expenditure	39.37	41.07	41.67	1.43%
11 Salaries & allowances	37.58	37.27	38.26	2.58%
– of which establishment plan posts	31.65	31.36	32.11	2.34%
– of which external personnel	5.30	5.21	5.66	7.85%
– of which expenditure related to Staff recruitment	0.64	0.70	0.49	-42.28%
13 Mission expenses	0.07	0.20	0.20	-1.00%
14 Socio-medical infrastructure	0.88	1.17	1.20	2.37%
15 Exchange of officers and experts	0.69	0.91	0.91	0.00%
16 Social welfare	0.14	1.51	1.10	-38.05%
17 Receptions and events	0.00	0.01	0.01	0.00%
Title II Infrastructure and operating expenditure	9.30	9.86	9.55	-3.23%
20 Buildings and associated costs	5.13	5.30	5.80	8.67%
21 Information and communication technology	3.14	3.20	2.83	-13.14%
22 Movable property and associated costs	0.29	0.24	0.11	-126.91%
23 Current administrative expenditure	0.13	0.24	0.27	10.37%
24 Postage / Telecommunications	0.52	0.77	0.44	-75.28%
25 Governance expenditure	0.10	0.11	0.11	0.00%
Title III Operational expenditure	28.47	28.77	28.35	-1.45%
30 Regulated Products	8.14	7.39	6.25	-18.40%
31 Risk Assessment	8.19	8.78	7.65	-14.83%
32 Scientific Cooperation & Strategy	2.71	2.85	3.91	27.26%
33 Strategy - Outreach & Operational Development	0.65	1.20	1.68	28.31%
34 Communication	0.84	1.10	0.97	-13.17%
35 Operational support	7.94	7.44	7.90	5.78%
TOTAL EXPENDITURE	77.15	79.70	79.58	-0.16%

(a) Preliminary draft budget

The revenue of the Authority is composed of the European Union contribution, the earmarked revenue of the European Neighbourhood Programme and the outturn that is returned to EFSA by the Commission. In addition the contribution of EFTA countries will complete the EFSA revenue for 2015.

It is worth noting that the integration in the Authority revenue of the interest earned on EFSA bank account will be executed in October 2015 through an amending budget that will be submitted to the Management Board.

Table 25: Statement of revenue 2015

Title Chapter Article Item	Heading	2013 Executed	B 2014	B 2015
1	EUROPEAN UNION CONTRIBUTION			
1 0	EUROPEAN UNION CONTRIBUTION			
1 0 0	<i>European Union contribution</i>			
1 0 0 0	European Union contribution	71,870,000	76,545,000	74,912,000
1 0 0 1	ENPI European Neighbourhood Program (DEVCO)	472,590	189,079	115,921
1 0 0 2	Outturn	1,666,000	788,000	918,000
	<i>Article 1 0 0 — Total</i>	74,008,590	77,522,079	75,945,921
	CHAPTER 1 0 — TOTAL	74,008,590	77,522,079	75,945,921
	Title 1 — Total	74,008,590	77,522,079	75,945,921
2	PARTICIPATION OF THIRD COUNTRIES			
2 0	PARTICIPATION OF THIRD COUNTRIES IN EFSA ACTIVITIES			
2 0 0	<i>Participation of third countries in EFSA activities</i>			
2 0 0 0	Participation of third countries in EFSA activities	1,983,000	2,296,000	2,202,400
	<i>Article 2 0 0 — Total</i>	1,983,000	2,296,000	2,202,400
	CHAPTER 2 0 — TOTAL	1,983,000	2,296,000	2,202,400
	Title 2 — Total	1,983,000	2,296,000	2,202,400
3	REVENUE FROM SERVICES RENDERED			
3 0	REVENUE FROM SERVICES RENDERED			
3 0 0	<i>Revenue from services rendered</i>			
3 0 0 0	Fees collected			
	<i>Article 3 0 0 — Total</i>			
	CHAPTER 3 0 — TOTAL			
	Title 3 — Total			
4	REVENUE FROM ADMINISTRATIVE OPERATIONS			
4 0	REVENUE FROM ADMINISTRATIVE OPERATIONS			
4 0 0	<i>Revenue from administrative operations</i>			
4 0 0 0	Bank interest		72,222	90,000
4 0 0 1	Revenue from sale of publications			
4 0 0 2	Revenue from the organisation of seminars, conferences,...			
	<i>Article 4 0 0 — Total</i>	0	72,222	90,000
	CHAPTER 4 0 — TOTAL	0	72,222	90,000
	Title 4 — Total	0	72,222	90,000
	GRAND TOTAL	75,991,590	79,890,301	78,238,321

It is expected that in 2015, differentiated payments can be executed for an amount of EUR 9.26 million which would exceed the EUR 7.55 million available in the budget. The difference is mainly due to the success of the scientific cooperation programme in 2013 and 2014. This will likely trigger a request for more payment credits during the August global transfer procedure.

Table 26: Differentiated payments appropriations planned need

Commitment in year	Differentiated Payments in year (in M€)			
	2014	2015	2016	2017
2012	2.74	1.53	0.12	0.1
2013	3.31	2.81	0.63	0.17
2014	4.35	3.42	1.53	0.88
2015	0	1.5	5	2.5
2016	0	0	2	5
2017	0	0	0	2
Total	10.4	9.26	9.28	10.65

Table 27: Statement of revenue and expenditure for the financial year 2015 – Title I

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
1	STAFF				
1 1	STAFF IN ACTIVE EMPLOYMENT				
1 1 0	<i>Staff in active employment</i>				
1 1 0 0	Basic salary	21,822,110	21,873,000	21,974,000	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	2,624,599	2,869,000	2,961,000	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	2,510,011	2,500,000	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	11,285	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>		26,968,005	27,257,000	27,429,000	
1 1 1	<i>Other staff</i>				
1 1 1 3	Stagiaires	294,326	349,000	330,000	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	5,004,313	4,864,000	5,327,000	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>		5,298,639	5,213,000	5,657,000	

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
1 1 3	Employer's social security contributions				
1 1 3 0	Insurance against sickness	750,993	765,000	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	110,941	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	276,140	276,000	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.	p.m.	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>		1,138,074	1,154,000	1,161,000	
1 1 4	Miscellaneous allowances and grants				
1 1 4 0	Birth and death allowance	3,371	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	483,413	325,000	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	50,797	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	0	62,000	62,000	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>		537,581	462,000	443,000	
1 1 7	Supplementary services				
1 1 7 1	Translation and interpretation	114,194	140,000	120,000	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	246,000	300,000	250,000	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	532,941	660,000	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.

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
1 1 7 6	Consultancy	307,466	448,000	550,000	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	197,715	220,000	360,000	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>		1,398,317	1,768,000	1,952,000	
1 1 8	<i>Recruitment costs and expenses on entering and leaving the service</i>				
1 1 8 0	Miscellaneous expenditure on recruitment	60,008	157,000	100,000	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)	25,696	28,000	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.
1 1 8 2	Installation, resettlement and transfer allowances	239,950	250,000	215,000	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	210,000	160,000	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	100,811	105,000	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>		636,464	700,000	492,000	
1 1 9	<i>Salary weightings</i>				
1 1 9 0	Salary weightings	1,605,329	718,053	1,124,000	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>		1,605,329	718,053	1,124,000	
CHAPTER 1 1 — TOTAL		37,582,409	37,272,053	38,258,000	
1 3	MISSIONS AND DUTY TRAVEL				
1 3 0	<i>Missions and travel expenses</i>				
1 3 0 0	Mission and travel expenses	8,139	139,000	135,000	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.

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
1 3 0 1	Shuttles for missions and duty	64,000	63,000	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>		72,139	202,000	200,000	
CHAPTER 1 3 — TOTAL		72,139	202,000	200,000	
1 4	SOCIOMEDICAL INFRASTRUCTURE				
1 4 0	<i>Restaurants, meals and canteens</i>				
1 4 0 0	Restaurants, meals and canteens	51,550	61,000	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>		51,550	61,000	58,000	
1 4 1	<i>Medical service</i>				
1 4 1 0	Medical service	191,281	280,660	240,000	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>		191,281	280,660	240,000	
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	638,531	828,000	900,000	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>		638,531	828,000	900,000	
CHAPTER 1 4 — TOTAL		881,362	1,169,660	1,198,000	
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	689,672	912,000	912,000	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>		689,672	912,000	912,000	
CHAPTER 1 5 — TOTAL		689,672	912,000	912,000	
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 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
1 6 1	<i>Social contacts between staff</i>				
1 6 1 0	Social contacts between staff	40,088	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>		40,088	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	92,000	1,448,000	1,031,000	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>		92,000	1,448,000	1,031,000	
1 6 4	<i>Complementary aid for the handicapped</i>				
1 6 4 0	Complementary aid for the handicapped	10,000	15,000	15,000	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>		10,000	15,000	15,000	
CHAPTER 1 6 — TOTAL		142,088	1,513,000	1,096,000	
1 7	RECEPTION AND ENTERTAINMENT EXPENSES				
1 7 0	<i>Reception and entertainment expenses</i>				
1 7 0 0	Reception and entertainment expenses	4,428	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>		4,428	5,000	5,000	
CHAPTER 1 7 — TOTAL		4,428	5,000	5,000	
Title 1 — Total		39,372,097	41,073,712	41,669,000	

Table 28: Statement of revenue and expenditure for the financial year 2015 – Title II

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY				
2 0	Investments In Immovable Property, Rental Of Building And Associated Costs				
2 0 0	Rent				
2 0 0 0	Rent	182,937	30,405	0	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.
2 0 0 1	Acquisition	2,458,127	2,239,959	2,075,000	This appropriation is intended to cover the payment relating to the acquisition of EFSA operating seat.
<i>Article 2 0 0 — Total</i>		2,641,064	2,270,364	2,075,000	
2 0 1	Insurance				
2 0 1 0	Insurance	35,423	38,495	49,000	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 2 0 1 — Total</i>		35,423	38,495	49,000	
2 0 2	Water, gas, electricity and heating				
2 0 2 0	Water, gas, electricity and heating	728,389	674,000	690,000	This appropriation is intended to cover the payment of water, gas, electricity and heating costs.
<i>Article 2 0 2 — Total</i>		728,389	674,000	690,000	
2 0 3	Cleaning and maintenance				
2 0 3 0	Maintenance	230,082	352,000	407,000	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.
2 0 3 1	Cleaning	312,998	296,000	313,000	This appropriation is intended to cover regular and specific cleaning operations, the purchase of washing, laundry and dry-cleaning products, etc.
<i>Article 2 0 3 — Total</i>		543,080	648,000	720,000	
2 0 4	Refurbishment of premises / Fitting-out				
2 0 4 0	Refurbishment of premises/ Fitting-out	47,625	288,600	613,000	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 2 0 4 — Total</i>		47,625	288,600	613,000	
2 0 5	Security and surveillance of buildings				
2 0 5 0	Security and surveillance of buildings	610,819	602,000	686,000	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>		610,819	602,000	686,000	
2 0 8	Preliminary expenditure relating to construction, acquisition or rental of immovable property				
2 0 8 0	Preliminary expenditure relating to construction, acquisition or rental	63,610	144,000	190,000	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>		63,610	144,000	190,000	
2 0 9	Other expenditure on building				
2 0 9 0	Other expenditure on buildings	457,299	632,853	778,000	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>		457,299	632,853	778,000	
CHAPTER 2 0 — TOTAL		5,127,309	5,298,312	5,801,000	

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
2 1	EXPENDITURE ON DATA PROCESSING				
2 1 0	Purchase and maintenance of IT for administration and non operational				
2 1 0 0	Purchase / Maintenance of IT equipment	234,628	553,727	610,000	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	570,136	515,139	370,000	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	1,575,752	1,296,647	1,240,000	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	756,830	830,797	605,000	This appropriation is intended to cover expenditure on outside staff and services, for help desk, training and user support activities of the Authority.
Article 2 1 0 — Total		3,137,346	3,196,309	2,825,000	
CHAPTER 2 1 — TOTAL		3,137,346	3,196,309	2,825,000	
2 2	MOVABLE PROPERTY AND ASSOCIATED COSTS				
2 2 0	Technical equipment and installations				
2 2 0 0	Technical equipment and installations	96,341	50,000	55,000	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	116,726	152,054	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	26,882	735	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.
Article 2 2 0 — Total		239,949	202,789	55,000	
2 2 1	Furniture				
2 2 1 0	Purchase of furniture	49,995	40,000	52,000	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.	p.m.	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.	p.m.	This appropriation is intended to cover the maintenance of office and specialised furniture, including shelving for archives etc.
Article 2 2 1 — Total		49,995	40,000	52,000	
CHAPTER 2 2 — TOTAL		289,943	242,789	107,000	
2 3	CURRENT ADMINISTRATIVE EXPENDITURE				
2 3 0	Stationery and office supplies				
2 3 0 0	Stationery and office supplies	100,334	115,000	147,000	This appropriation is intended to cover the cost of purchasing paper, envelopes, office supplies as well as supplies for reprographics and external printing.
Article 2 3 0 — Total		100,334	115,000	147,000	
2 3 2	Financial charges				
2 3 2 0	Bank charges	500	1,000	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.	p.m.	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.
Article 2 3 2 — Total		500	1,000	2,000	

BL	Heading	B 2013 Executed Commit- ment	B 2014	B 2015	Budget Comment
2 3 3	Legal expenses				
2 3 3 0	Legal expenses	13,989	106,100	93,000	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>		13,989	106,100	93,000	
2 3 4	Damages				
2 3 4 0	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 2 3 4 — Total</i>		0	0	0	
2 3 5	Other operating expenditure				
2 3 5 0	Miscellaneous insurance	8,935	10,000	10,000	This appropriation is intended to cover various types of insurance (mission insurance, third-party liability, insurance against theft, etc.)
2 3 5 3	Removals and associated handling	0	0	5,000	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 2 3 5 — Total</i>		8,935	10,000	15,000	
2 3 9	Publications				
2 3 9 0	Publications	8,510	9,000	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 2 3 9 — Total</i>		8,510	9,000	12,000	
CHAPTER 2 3 — TOTAL		132,268	241,100	269,000	
2 4	POSTAL CHARGES AND TELECOMMUNICATIONS				
2 4 0	Postal charges				
2 4 0 0	Postal charges	40,687	47,000	49,000	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 2 4 0 — Total</i>		40,687	47,000	49,000	
2 4 1	Telecommunications				
2 4 1 0	Telecom- munications subscriptions and charges	272,000	448,000	219,000	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.
2 4 1 1	Purchase and installation of equipment	209,109	278,000	173,000	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 2 4 1 — Total</i>		481,109	726,000	392,000	
CHAPTER 2 4 — TOTAL		521,797	773,000	441,000	
2 5	GOVERNANCE EXPENDITURE				
2 5 0	Governance expenditure				
2 5 0 0	Management Board meetings	95,810	110,000	110,000	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 2 5 0 — Total</i>		95,810	110,000	110,000	
CHAPTER 2 5 — TOTAL		95,810	110,000	110,000	
Title 2 — Total		9,304,473	9,861,510	9,553,000	

Table 29: Statement of revenue and expenditure for the financial year 2015 – Title III

BL	Heading	B 2013 Commit- ments Executed	B 2013 Pay- ments Executed	B 2014 Commit- ments	B 2014 Pay- ments	B 2015 Commit- ments	B 2015 Pay- ments	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	3,464,579	2,418,422	2,331,000	2,331,000	1,665,000	1,962,435	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>		3,464,579	2,418,422	2,331,000	2,331,000	1,665,000	1,962,435	
3 0 2	REPRO EXPERT MEETINGS							
3020	REPRO Expert Meetings	4,679,210	4,552,481	5,063,197	5,063,197	4,580,000	4,580,000	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 0 2 — Total</i>		4,679,210	4,552,481	5,063,197	5,063,197	4,580,000	4,580,000	
CHAPTER 3 0 — TOTAL		8,143,789	6,970,903	7,394,197	7,394,197	6,245,000	6,542,435	
3 1	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE							
3 1 1	RASA SCIENTIFIC COOPERATION							
3110	RASA Scientific Cooperation	5,544,104	4,732,931	5,281,000	5,281,000	4,604,000	3,278,117	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>		5,544,104	4,732,931	5,281,000	5,281,000	4,604,000	3,278,117	
3 1 2	RASA EXPERT MEETINGS							
3120	RASA Expert Meetings	2,648,172	2,586,929	3,498,803	3,498,803	3,042,000	3,042,000	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>		2,648,172	2,586,929	3,498,803	3,498,803	3,042,000	3,042,000	
CHAPTER 3 1 — TOTAL		8,192,276	7,319,859	8,779,803	8,779,803	7,646,000	6,320,117	
3 2	SCIENCE STRATEGY & COORDINATION							
3 2 0	Cooperation with Member States							
3200	Scientific cooperation meetings and tools	122,478	118,096	165,000	165,000	238,000	238,000	Regulation (EC) 178/2002 and in particular Article 27. This appropriation is intended to cover travel expenses of the members of the Advisory Forum and Advisory Forum workgroup, as well as infrastructure and interpretation cost associated with these meetings

BL	Heading	B 2013 Commit- ments Executed	B 2013 Pay- ments Executed	B 2014 Commit- ments	B 2014 Pay- ments	B 2015 Commit- ments	B 2015 Pay- ments	Budget Comment
3201	Focal Points: Agreements	761,508	761,508	785,000	864,600	2,020,000	1,501,184	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.
3202	Focal Points: Working groups meetings	31,344	31,344	66,000	66,000	0	0	Regulation (EC) 178/2002. This appropriation is intended for direct costs incurred linked to the organisation and attendance of meetings and working groups by external experts and Focal Points.
<i>Article 3 2 0 — Total</i>		915,330	910,948	1,016,000	1,095,600	2,258,000	1,739,184	
3 2 1	SCISTRAT SCIENTIFIC COOPERATION							
3210	SCISTRAT Scientific Cooperation	1,031,524	745,834	1,085,000	1,005,400	765,000	768,664	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 2 1 — Total</i>		1,031,524	745,834	1,085,000	1,005,400	765,000	768,664	
3 2 2	SCISTRAT EXPERT MEETINGS							
3220	SCISTRAT Expert Meetings	707,811	685,631	686,275	686,275	880,000	880,000	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 2 2 — Total</i>		707,811	685,631	686,275	686,275	880,000	880,000	
3 2 3	Stakeholders & International Cooperation							
3231	Stakeholder relationships	47,868	42,803	40,000	40,000	0	0	This appropriation is intended for direct costs incurred linked to the organisation and attendance of meetings by stakeholders.
3232	International Cooperation	0	0	9,000	9,000	0	0	This appropriation is intended for direct costs incurred linked to the organisation and attendance of meetings by International bodies and non-EU national bodies.
3233	Pre- accession programme	0	0	0	0	0	0	Regulation (EC) 178/2002 and in particular Article 49. This appropriation is intended to cover the cost of activities of the Authority for which special subsidies / funding was made available in the light of facilitating the participations of these countries in the work program of the authority.
3234	ENP (Euro- pean Neigh- bourhood programme)	0	0	0	0	0	0	Regulation (EC) 178/2002 and in particular Article 49. This appropriation is intended to cover the cost of activities of the Authority for which special subsidies / funding was made available in the light of facilitating the participations of these countries in the work program of the authority.
<i>Article 3 2 3 — Total</i>		47,868	42,803	49,000	49,000	0	0	

BL	Heading	B 2013 Commit- ments Executed	B 2013 Pay- ments Executed	B 2014 Commit- ments	B 2014 Pay- ments	B 2015 Commit- ments	B 2015 Pay- ments	Budget Comment
3 2 4	Emerging risks							
3240	Crisis support	5,000	0	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 2 4 — Total</i>		5,000	0	10,000	10,000	10,000	10,000	
CHAPTER 3 2 — TOTAL		2,707,533	2,385,216	2,846,275	2,846,275	3,913,000	3,397,848	
3 3	STRATEGY – OUTREACH & OPERATIONAL DEVELOPMENT							
3 3 1	Conferences and Outreach							
3310	Conferences and Outreach	619,906	461,763	996,425	996,425	1,028,000	1,028,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended to cover the cost of corporate, public, media and scientific conferences, events, scientific colloquia, i.e. webcasting, infrastructure, technical, insurance, local transport, security, production of communication tools, travel, subsistence and other indemnities to the participants. Photo shoots, media relation and promotional activities as well as the development and production of branded materials for internal and external use are covered by this appropriation as well as expenditure for audio and videoconferencing related to expert meetings.
<i>Article 3 3 1 — Total</i>		619,906	461,763	996,425	996,425	1,028,000	1,028,000	
3 3 2	Operational Development							
3320	Quality management & strategy	27,540	8,040	200,000	200,000	270,000	270,000	This appropriation is intended to cover the cost to develop, implement, maintain and increase systems and procedures, which assure recognised quality standards.
3321	Operational development & control	2,165	2,165	8,000	8,000	382,000	382,000	
<i>Article 3 3 2 — Total</i>		29,705	10,205	208,000	208,000	652,000	652,000	
CHAPTER 3 3 — TOTAL		649,611	471,968	1,204,425	1,204,425	1,680,000	1,680,000	
3 4	COMMUNICATIONS							
3 4 0	Digital							
3400	Web management	126,027	97,380	305,000	305,000	405,000	405,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended to cover the cost of consultancy and evaluation services to support the Authority's online communications activities and any other activities and costs related to the public websites and online products incurred in raising awareness of the Authority and its activities supporting its risk communications mandate.
<i>Article 3 4 0 — Total</i>		126,027	97,380	305,000	305,000	405,000	405,000	

BL	Heading	B 2013 Commit- ments Executed	B 2013 Pay- ments Executed	B 2014 Commit- ments	B 2014 Pay- ments	B 2015 Commit- ments	B 2015 Pay- ments	Budget Comment
3 4 1	Offline							
3410	Communi- cations ac- tivities and materials	365,503	328,373	358,000	358,000	200,000	200,000	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 3 4 1 — Total</i>		365,503	328,373	358,000	358,000	200,000	200,000	
3 4 2	Cooperation, evaluation & research							
3420	Advisory Forum Work- ing group, Advisory Group on Risk Com- munications, Evaluation and Media Monitoring	345,095	276,462	437,000	437,000	367,000	367,000	Regulation (EC) 178/2002 and in particular Article 40. This appropriation is intended – for direct costs incurred linked to the organisation and attendance of meetings by Members and independent experts of the Communication Advisory Forum Working Group as well as Experts Advisory Group on Risk Communications. – to cover the cost of survey, evaluation (covering all qualitative and quantitative research tools) within the fields of the Authority mission. – to cover the cost of media monitoring and support.
<i>Article 3 4 2 — Total</i>		345,095	276,462	437,000	437,000	367,000	367,000	
CHAPTER 3 4 — TOTAL		836,625	702,216	1,100,000	1,100,000	972,000	972,000	
3 5	HORIZONTAL OPERATIONS							
3 5 0	Operational IT Systems							
3500	Operational IT Systems	5,846,266	3,170,908	5,177,000	5,177,000	5,484,000	5,484,000	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: – 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). 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.
<i>Article 3 5 0 — Total</i>		5,846,266	3,170,908	5,177,000	5,177,000	5,484,000	5,484,000	

BL	Heading	B 2013 Commit- ments Executed	B 2013 Pay- ments Executed	B 2014 Commit- ments	B 2014 Pay- ments	B 2015 Commit- ments	B 2015 Pay- ments	Budget Comment
3 5 1	Operational support							
3511	Translation, Interpretation, Linguistic proofreading and editing	197,680	175,680	160,000	160,000	150,000	150,000	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	328,487	292,965	449,000	449,000	449,000	449,000	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.
3513	Mission of staff related to operational duties	712,000	655,272	715,300	715,300	795,000	795,000	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	855,400	798,940	940,000	940,000	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>		2,093,567	1,922,857	2,264,300	2,264,300	2,414,000	2,414,000	
CHAPTER 3 5 — TOTAL		7,939,832	5,093,764	7,441,300	7,441,300	7,898,000	7,898,000	
Title 3 — Total		28,469,666	22,943,927	28,766,000	28,766,000	28,354,000	26,810,400	
Grand Total		77,146,237	68,565,884	79,701,222	79,701,222	79,576,000	78,032,400	

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 will develop its policy approach towards applying these provisions will start implementation on selected programmes of expenditure.

Ex-ante evaluations will allow 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 shall in particular cover:

- the options available, including the risks associated with them and the priority (low/medium/high);
- the results and impacts expected including the indicators and evaluation arrangement needed to measure them;
- the most appropriate method of implementation for the preferred option(s);
- the internal coherence of the proposed programme, projects or activity and its relations with other relevant programmes, projects or activities;
- the volume of appropriations, human resources and other administrative expenditure to be allocated to each proposal with due regard for the cost-effectiveness principle;
- The monitoring, reporting arrangements.

The above will be worked on and integrated in the process, project management methodology that will be supplemented to cover the aspects foreseen by the ex-ante evaluations.

Ex-posts evaluations shall cover all programmes, projects or activities where the resources mobilised exceed 10% of the annual operational expenditure of the Authority.

In 2014 EFSA received the report on the evaluation of the Scientific Cooperation programme that was commissioned by EFSA in 2013.

Appendix E – Risk Management Year 2015

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.

A risk management workshop involving all EFSA Management team took place in 2014 as established by EFSA Risk policy to identify, assess and propose mitigation measures to the critical and significant risks identified. The mitigation measures will be integrated in an action plan to be finalised by January 2015 and implemented throughout the year.

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):

- 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:

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

EFSA shall define a coherent set of actions to mitigate these risks in 2015 and beyond. The Risk Policy has established the context and framework for managing risks within the organisation. It defines a number of key parameters essential for the successful implementation of the policy, including *inter alia* a risk governance structure, the methodologies and tools used to support risk analysis, risk acceptance thresholds and responsibilities.

Annex I – 2015 Work Programme for grants and procurements in science

1. Introduction

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.”*

Furthermore, 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.

The choice on whether to address a scientific support need via the grant or procurement scheme is based on the provisions set in EFSA’s Founding Regulation and EFSA’s experience with these schemes.

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.

2. Basic act and financing source

Basic Act:

Article 36 of 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).

Budget lines: 3010, 3110, 3201 and 3210.

3. 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 third 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.

The deliverables of grant and procurement projects will help EFSA in responding more effectively and flexibly to its growing workload. In addition, it will further support networking amongst EFSA, the Member States and third countries.

4. Eligibility of the applicants

- 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 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 situations referred to in Articles 106 and 107 of the EU Financial Regulation.

5. Selection and award criteria

The eligible proposals/tenders and offers will be evaluated against the selection criteria indicated in each specific 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 specific call. In general, there are three standard sets of award criteria to be assessed:

- 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 of the financial offer (in case of procurement).

In addition, other award criteria as specified in each specific call may apply.

6. 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.

7. Schedule of calls for proposals and tenders for 2015

Launch of calls for proposals/tenders: November 2014 – October 2015.⁶

The implementation of the 2015 Work Programme for grants and procurement in science will be undertaken in a step-wise manner. This in practice means that every second month the Authority will publish on its website the project title and indicative budget for all the forthcoming calls for proposals and tenders that it plans to launch in the subsequent 2-month period.

8. Indicative amounts available for calls for proposals/tenders for 2015

The proposed budget of €9.05 million (rounded) for scientific projects in 2015 is comparable to the approved 2014 budget of €9.48 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 multi-annual 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. Therefore, EFSA will test, as a pilot, in 2015 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 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 2015 by type of outsourcing schemes and tools/procedures. Projects implemented under existing or new framework contracts (of up to 4-year duration) represent one third 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 roughly one fourth 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 2015.

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 and Framework Partnership Agreements, both as new long-term cooperation tools, represent around 10% each in terms of their expected overall budget. Overall, the share of grants available for Article 36 organisations and national Focal Points represent nearly 45% of the draft budget for outsourcing scientific projects, which is a significant increase from previous years.

⁶ 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 2015 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

Table 1: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2015 by type of outsourcing schemes and tools / procedures

Outsourcing scheme	Outsourcing tool / procedure	Proposed budget [€, rounded]	Share of total [%]
Procurement	I. Open calls for tender	2,080,000	23
	II. Negotiated procedures	8,000	<1
	III. Implementation of existing or new framework contracts through specific contracts or order forms	2,946,000	33
Grant	IV. Specific grants for Article 36 organisations	1,000,000	11
	V. Thematic grants for Article 36 organisations	1,000,000	11
	VI. Establishment and implementation of Framework Partnership Agreements with Article 36 organisations	1,000,000	11
	VII. National Focal Points Agreements in EU Member States, Iceland and Norway	1,020,000	11
Total		9,054,000	100

With the exclusion of thematic grants,⁷ nearly 60% of the remaining overall €8.05 million (rounded) of the draft 2015 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 Science Strategy and Coordination Department (SCISTRAT) of EFSA (see Table 2. below).

Table 2: Breakdown of the proposed EFSA budget for scientific grant and procurement projects in 2015 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)	4,604,000	57
Scientific Evaluation of Regulated Products (REPRO)	1,665,000	21
Science Strategy and Coordination (SCISTRAT)	1,785,000	22
Total (excluding thematic grants)	8,054,000	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 website.⁸

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

Year	Commitment target [€, rounded]	Commitment executed [€, 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	not yet known	not yet known

⁷ 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.

⁸ Current and previous years' work programs for grants and procurement in science are available on the EFSA website at: <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.

Annex II – Draft EFSA’s Multi-Annual Staff Policy Plan 2015–2017

(Revised after EC Comments - last update 19/11/2014)

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1. The agency's activities

EFSA provides transparent and independent scientific advice to underpin the policies and decisions of risk managers in the European Commission, European Parliament and Member States. It also provides effective and timely communication on all risks associated with the food and feed chain to a wide audience, including the public and all interested parties, and promotes coherence in risk communication in cooperation with the Commission and Member States. The Authority is committed to the core values of scientific excellence, independence, openness, transparency and responsiveness. As stated in the Single Programming Document 2015–2017, EFSA following the recommendations of the Management Board focuses on (i) ensuring long-term sustainability of the organisation (ii) increasing the trust of stakeholders and citizens (iii) enhancing EU Risk assessment capacity (iv) improving the clarity and accessibility of EFSA Communication.

2. Staff population and its evolution

In December 2013, the average occupancy rate (long term Contract and Temporary Agents/Officials) was equal to 93.7%, where Officials and Temporary Agents were at 93.4% (328 posts on 351) while Contract Agents were at 94.5% (104 posts on 110). In view of the reduction of the Officials/Temporary Agents' Establishment Plan posts (from 351 in 2013 to 344 in 2014), as of 01/01/2014 the occupancy rate has automatically increased to 95.1%.

2.1. Overview of all categories of staff

Staff population		Staff pop. actually filled in 31.12.2012 ^(a)	Staff pop. in EU Budget 2013 ^(b)	Staff pop. actually filled at 31.12.2013 ^(c)	Staff pop. in voted EU Budget 2014 ^(d)	Staff pop. in Draft EU Budget 2015	Staff pop. envisaged in 2016 ^(e)	Staff pop. envisaged in 2017 ^(e)
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	210	226	207	232	229	225	222
	AST	127	120	116	107	103	100	96
	AST/SC	0	0	0	0	0	0	0
Total ^(f)		342	351	328	344	337	330	323
CA GF IV		55	60	56	60	70	70	70
CA GF III		4	4	4	6	9	11	13
CA GF II		46	45	43	43	40	38	36
CA GF I		1	1	1	1	1	1	1
Total CA ^(g)		106	110	104	110	120	120	120
SNE ^(g)		18	20	16	20	20	20	20
Structural service providers ^(h)		109	90	111	90	91	91	91
TOTAL		575	571	559	564	568	561	554
External staff ^(g) for occasional replacement ⁽ⁱ⁾		27		8				

(a): 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.

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

(c): 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.

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

(e): 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.

(f): Headcounts

(g): FTE

(h): 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

(i): For instance, replacement due to maternity leave or long term sick leave.

OTHER NOTES:

- 31.12.2012: posts filled include 8 offer letters sent
- 31.12.2013: posts filled include 3 offer letters sent
- Structural service providers are referred to (2014 FTEs):
 - IT Unit; Enterprise Architecture (4), Software Development (28), Quality Assurance (3), Infrastructure (11), Service Desk (10), Application Mgmt & Support (4), B.O. Report Services (1).
 - Corporate Services (CORSER) and Human Capital and Knowledge Management (HUCAP) Units; Guards (10.5), Cleaning (6), Hussier/Archive (5), Reception/Post Office (4), Maintenance (2), RSPP (0.5), Building Technical Assistance (0.5), Medical Doctor (0.5).

It should be noted that, in accordance with the Staff Regulations Reform, EFSA will consider the progressive conversion of some AST posts into SC posts, which will be based on EFSA's needs analysis as well as interagency consultation to be implemented in the next coming months.

2.2. Establishment plan evolution 2013–2017

Category and grade	Establishment plan in EU Budget 2013		Modifications in 2013 in application of flexibility rule ^(a)		Establishment plan in voted EU Budget 2014		Modifications envisaged in EP 2014 in application of flexibility rule ^(a)		Establishment plan in Draft EU Budget 2015		Establishment plan 2016		Establishment plan 2017	
	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	–	1	–	–	–	2	–	–	–	2	–	2	–	2
AD 12	1	14	–	–	1	14	–	–	1	15	1	15	1	16
AD 11	–	11	–	–	–	11	–	–	–	11	–	11	–	11
AD 10	1	12	–	–	1	15	–	–	1	16	1	16	1	17
AD 9	1	37	–	–	1	41	–	–	1	41	1	42	1	42
AD 8	–	47	–	–	–	49	–	–	–	53	–	54	–	54
AD 7	1	61	–	–	1	60	–	–	1	58	1	57	1	56
AD 6	1	23	–	–	1	23	–	–	1	20	1	17	1	15
AD 5	–	17	–	–	–	14	–	–	–	10	–	8	–	6
Total AD	5	226	–	–	5	232	–	–	5	229	5	225	5	222
AST 11	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 10	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 9	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST 8	–	2	–	–	–	3	–	–	–	3	–	3	–	3
AST 7	–	5	–	–	–	4	–	–	–	4	–	4	–	4
AST 6	–	7	–	–	–	8	–	–	–	8	–	9	–	9
AST 5	–	25	–	–	–	27	–	–	–	29	–	30	–	30
AST 4	–	34	–	–	–	31	–	–	–	30	–	26	–	23
AST 3	–	25	–	–	–	25	–	–	–	25	–	25	–	25
AST 2	–	20	–	–	–	9	–	–	–	4	–	3	–	2
AST 1	–	2	–	–	–	–	–	–	–	–	–	–	–	–
Total AST	–	120	–	–	–	107	–	–	–	103	–	100	–	96
AST/SC 6	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC 5	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC 4	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC 3	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC 2	–	–	–	–	–	–	–	–	–	–	–	–	–	–
AST/SC 1	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total AST/SC	–	–	–	–	–	–	–	–	–	–	–	–	–	–
TOTAL	5	346	–	–	5	339	–	–	5	332	5	325	5	318

(a): 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.

3. Annual staff-related expenditure in 2013, in absolute terms and as a percentage of the overall administrative expenditure

	Executed budget 2013 ^(a) per source of revenue			Executed budget 2013 ^(a) broken down by titles			
	EU Budget (1)	Other sources ^(b) (2)	Total (3=1+2)	Title 1 ^(c) (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)	37,586,797	0	37,586,797	37,586,797	0	0	37,586,797
of which establishment plan posts (officials, TA)	30,822,845	0	30,822,845	30,822,845	0	0	30,822,845
of which external personnel (CA, SNE and External staff for occasional replacement)	6,517,952	0	6,517,952	6,517,952	0	0	6,517,952
of which structural service providers	246,000	0	246,000	246,000	0	0	246,000
Other support/administrative expenditure (2)	11,083,873	0	11,083,873	1,779,399	9,304,473	0	11,083,873
Expenditure related to staff recruitment	60,008	0	60,008	60,008	0	0	60,008
Socio-medical infrastructure	333,369	0	333,369	333,369	0	0	333,369
Training costs	638,531	0	638,531	638,531	0	0	638,531
Mission costs	72,139	0	72,139	72,139	0	0	72,139
Information and publishing	8,510	0	8,510	0	8,510	0	8,510
Studies / Surveys / Consultations	505,181	0	505,181	505,181	0	0	505,181
IT costs	3,377,295	0	3,377,295	0	3,377,295	0	3,377,295
Experts costs	0	0	0	0	0	0	0
Postage / telecommunications	521,797	0	521,797	0	521,797	0	521,797
Translation and interpretation costs	114,194	0	114,194	114,194	0	0	114,194
Meetings / Conferences / Receptions / Events	151,788	0	151,788	55,978	95,810	0	151,788
Auditing and evaluation	0	0	0	0	0	0	0
Running costs	14,489	0	14,489	0	14,489	0	14,489
Rental of buildings and associated costs	5,127,309	0	5,127,309	0	5,127,309	0	5,127,309
Research and Development / Innovation	0	0	0	0	0	0	0
Movable property and associated costs	159,264	0	159,264	0	159,264	0	159,264
Other (please specify)	0	0	0	0	0	0	0
% share of salaries, allowances expenditure (1)/(2)	339%		339%				
Other operational costs (3)	28,469,666	0	28,469,666	0	29,705	28,439,962	28,469,666
Experts costs	9,099,448	0	9,099,448	0	2,165	9,097,283	9,099,448
Research and Development / Innovation	10,801,715	0	10,801,715	0	0	10,801,715	10,801,715
Meetings / Conferences / Receptions / Events	619,906	0	619,906	0	0	619,906	619,906
IT costs	5,846,266	0	5,846,266	0	0	5,846,266	5,846,266
Communication on risks	836,625	0	836,625	0	0	836,625	836,625
Library / Document management	356,027	0	356,027	0	27,540	328,487	356,027
Operational Mission costs	712,000	0	712,000	0	0	712,000	712,000
Translation and interpretation costs	197,680	0	197,680	0	0	197,680	197,680

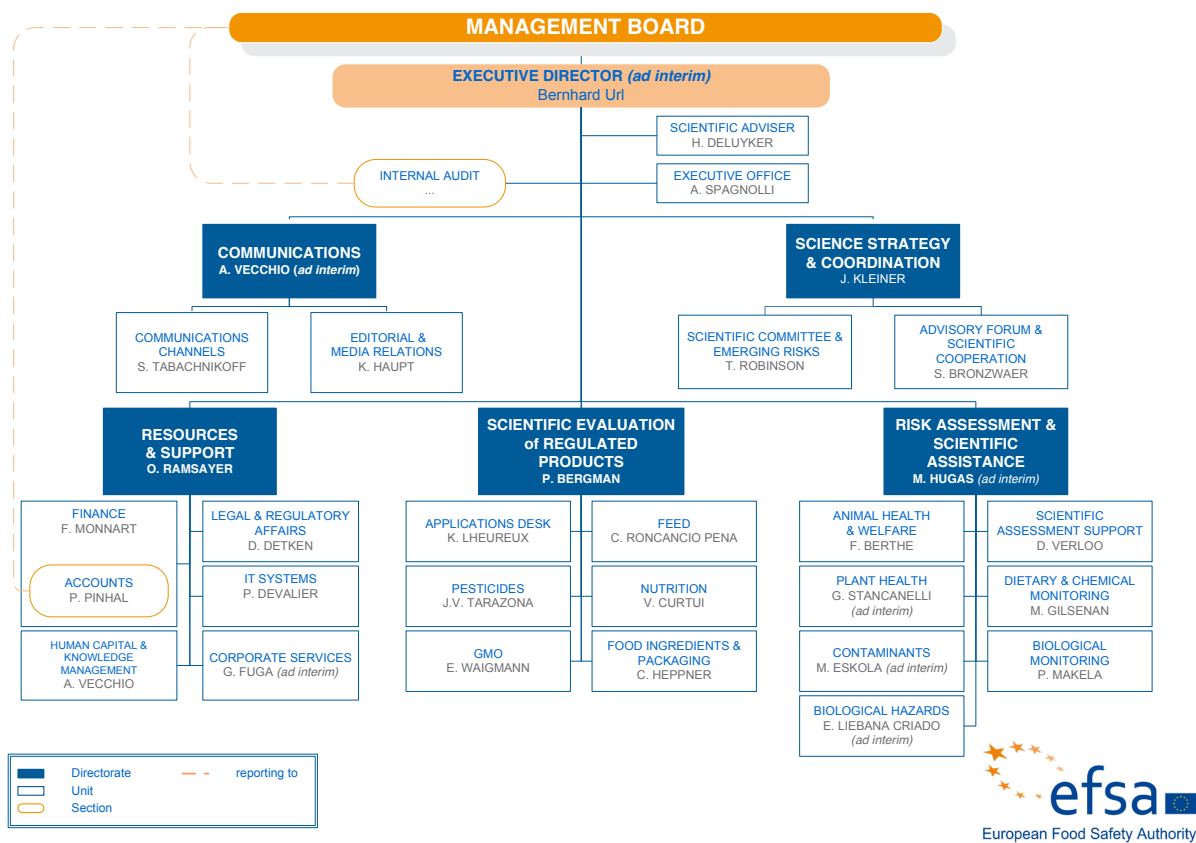
(a): Final executed budget (in commitment appropriations) including carry-overs to 2014, EFTA and third and candidate countries contributions

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

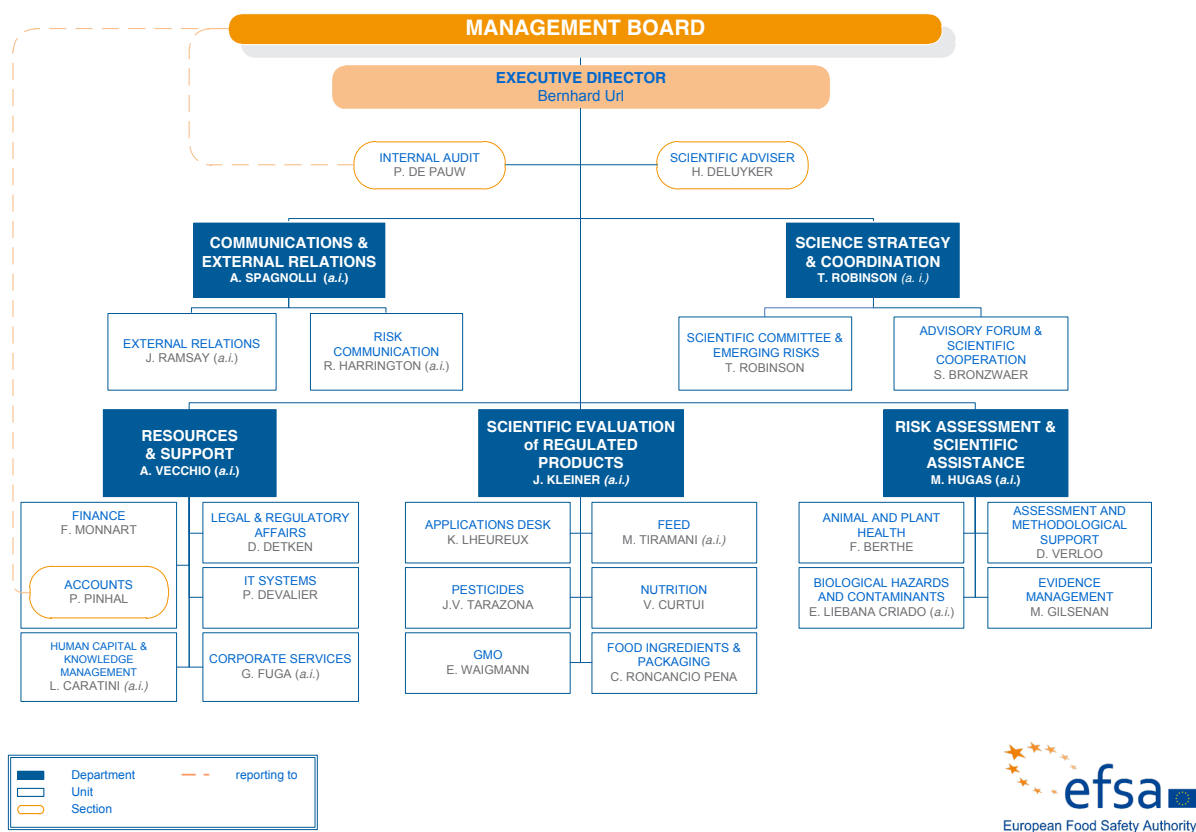
(c): The total of figures presented under columns "Title 1", "Title 2" and "Title 3" should add up and equal the execution on each title of the budget

4. Organisation and organisational charts at 31.12.2013 and 01.01.2015

31.12.2013



01.01.2015



Org. Structure 1/1/2014	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	1	–	17	4	3	–	21	4	–	–
ED	–	–	5	2	1	–	6	2	–	–
EXO	1	–	10	1	2	–	13	1	–	–
INT. AUDIT	–	–	2	1	–	–	2	1	–	–
SCISTRAT Total	1	–	28	3	9	–	38	3	4	–
SCISTRAT Off.	–	–	2	–	–	–	2	–	–	–
SCISTRAT P&M	–	–	5	–	2	–	7	–	–	–
SCER	1	–	11	3	4	–	16	3	–	–
AFSCO	–	–	10	–	3	–	13	–	4	–
REPRO Total	1	–	116	8	31	4	148	12	6	–
REPRO Off.	–	–	2	–	–	–	2	–	–	–
REPRO P&M	–	–	7	–	2	–	9	–	–	–
APDESK	–	–	6	–	5	–	11	–	–	–
PRAS	–	–	36	1	8	2	44	3	3	–
GMO	1	–	18	5	4	1	23	6	1	–
FEED	–	–	15	–	3	–	18	–	1	–
NUTRI	–	–	11	1	4	–	15	1	–	–
FIP	–	–	21	1	5	1	26	2	1	–
RASA Total	1	–	77	7	19	2	97	9	7	–
RASA Off.	–	–	2	1	–	–	2	1	–	–
RASA P&M	–	–	9	–	1	–	10	–	–	–
ALPHA	–	–	15	2	5	–	20	2	3	–
BIOCONTAM	–	–	23	3	4	–	27	3	–	–
AMU	1	–	14	1	3	1	18	2	–	–
DATA	–	–	14	–	6	1	20	1	4	–
COMMS Total	–	–	20	2	11	–	31	2	–	–
COMMS Off.	–	–	2	–	1	–	3	–	–	–
COMMS P&M	–	–	5	1	0	–	5	1	–	–
CHAN	–	–	7	–	6	–	13	–	–	–
EDIT	–	–	6	1	4	–	10	1	–	–
RESU Total	1	–	88	–	37	–	126	–	2	111
RESU Off.	–	–	2	–	1	–	3	–	–	–
RESU P&M	–	–	7	–	3	–	10	–	–	–
FIN	1	–	15	–	7	–	23	–	–	–
FIN-ACCOUNT	–	–	3	–	1	–	4	–	–	–
HUCAP	–	–	17	–	5	–	22	–	1	–
LRA	–	–	8	–	–	–	8	–	1	–
IT	–	–	19	–	8	–	27	–	–	80
CORSER	–	–	17	–	12	–	29	–	–	31
	5	–	346	24	110	6	461	30	19	111
2014 reduction to be distributed			-7				-7			
2014 Est. Plan	5		339		110		454		20	

5. Overview of the situation over the years 2015–2017

5.1. New tasks

For the overall 2015–2017 period, EFSA does not envisage any new tasks but plans to canalise the efforts towards the implementation of the PaRMA Project and the Talent management IS Project as described in the SPD 2015–2017.

5.2. Growth of existing tasks

In the area of **evaluations of regulated products** and related **scientific advice** on such as environmental risk assessment, post market monitoring, risk benefit and efficacy and the trends towards **new scientific areas** linked to progress in technologies, scientific understanding and risk assessment methods will continue to call for strengthening of resources. The validation and implementation of **new risk assessment approaches** including risk ranking for chemical, microbiological and nutritional components in food and feed will be necessary. At the same time EFSA will need to be vigilant to emerging and re-emerging risks and be able to provide advice on other more generic health related risks in a timely manner.

One of the challenges EFSA will face from 2015 onwards is to keep the balance between the growing demands for its support in the evaluation of regulated substances and the need to continue to address those more generic questions relating to human health, plant health and animal health and welfare. Increasing demands for openness and transparency in the risk assessment process and a customer approach to risk manager requirements as well as improved interaction with applicants are also to be considered.

5.3. Efficiency gains

In 2015 efficiency gains are planned to be obtained on 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 coming years.

Transformation projects	2016	2017
STEP 2018	10	5
DATA WAREHOUSE	1.4	–
CORSER centralisation	2.6	2
Information access management	0.5	5.5

STEP 2018 Project

EFSA continually strives to improve the quality and efficiency of its work processes and outputs. A new project “STEP 2018” has been examining ways in which this principle of progressive, enduring improvement can be applied to four specific areas of EFSA’s business (finance and compliance; sourcing; Strategy building; Planning, analysis; monitoring and reporting). Those efficiencies in (mainly) transaction-based work through automation, centralisation, standardisation and specialisation will result in 2018 in a net saving of 14 FTE in the support activities allowing redeployment in the core operational scientific activities and also complying with posts of the staff establishment plan.

CORSER centralisation

The centralisation process of travel arrangements for experts will be further optimised with the enhancement of the *Meeting Organisation System* which will be gradually released and extended to all EFSA scientific experts in the course of 2015. The automation of the whole logistic process from the expert travel request until the issuing of the ticket will generate an efficiency gain of 2.5 FTEs.

Additional efficiency gains are foreseen with the centralisation of mission organisation for EFSA staff. CORSER will ensure the processing of mission orders and reimbursements ensuring an efficiency gain of 2.0 FTEs. Its implementation is foreseen in the course of 2016.

5.4. Decrease of existing tasks

For the overall 2015–2017 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 2013 is exemplified by the 1.3% vacant posts which have been offered to successful internal applicants following the closure of external selection procedures. Additionally, more than 30% of all internal transfers have been organised considering staff’s career aspirations. Further detail is developed in section 6.6 on Mobility.

Another initiative has been the introduction of an additional career step in the Operational Jobs family, i.e. the Lead Officer Job Category, which represents the highest step of expertise in a given field of competence and broadens career opportunities for senior staff, while contributing to EFSA’s scientific excellence as a Human Capital mid/long-term strategy.

The specificities of this new Job Category and related roles (defined as Lead Expert in the relevant field) were assessed under an HR perspective during the course of 2013 with the pilot experience implemented at the beginning of 2013.

2013 has marked the full design and implementation of a Career Development model with its key driver, “attract, develop and retain talents”. Main elements of this system will be further built in direct collaboration with the managerial function and will include:

- Building of a Competency Approach in EFSA, including career paths according to 5 talent families;
- Dynamic and participatory performance and mobility processes;
- Implementation of a system for the identification and development of talents in EFSA, as well as for their career progression;
- Tools which allow for a higher visibility of current competences for future development purposes;
- Design of staffing plans according to expected turnover or mobility of key staff, which will avoid losing core competencies and guarantee a smooth impact on the potential loss in performance ensuring continuity and responsiveness towards the given mandate.

The key priorities in the budget for Promotions would be further 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.

Redefining and balancing the ratio of knowledge workers/support staff⁹ and FTEs allocation to activity pillars

The action of balancing knowledge workers and support staff, by splitting the support staff family to consider the technical knowledge has been achieved.

This is aimed at driving EFSA staffing policies towards a more strategic vision, resulting in a higher proportion of added value and sustainable functions in the Establishment Plan. The act of balancing support staff between technical and purely administrative functions is also envisaged and currently under review. Balancing will be gradually achieved on a mid-term basis via different “phasing out” action plans. These include:

- “Support staff” with technical specialist knowledge will belong to “technical staff” contributing to the recognition of their specialised competences and supporting the core activities of the organisation under supervision of AD staff. The transition towards this new repartition of staff will require:
 1. To identify clear functions and fields of expertise that will be considered as a technical job.
 2. To consider in the technical jobs linked to specific projects, contributing to a higher reactivity and flexibility to fulfil organisational needs.

This approach in general will require a mapping of careers and bridges between each of the five talent families and will move the organisation towards more consistency in competencies, grading and tasks.

- The reduction of “support staff” will be gradually implemented through natural turnover and retirements in addition to the suppression of AST selection procedures.

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 Neutrale 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% Neutrale). The Neutrale 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 the new EC Methodology, also external providers and consultants¹⁰, interims and trainees will have to be counted. This decreases the percentage of operational and non-operational roles to 69% and 31% respectively (many of IT consultants are Helpdesk assistants and CORSER service providers are all counted as logistics, which is part of the Administration support).

It should be noted that the application of the EC methodology determines a distribution of FTEs allocation to activities mainly based on EFSA's organisational structure and activities performed: for instance ITS and Legal staff is partially allocated to Operations (activities directly implementing the mandate of the Agency – around 17%) and non-operational roles (Neutrale – mainly FIN and proof-readers – around 23%; Administrative support – around 60%).

⁹ The Knowledge Worker layer includes TA AD5 to AD15 posts (Director, Adviser or equivalent, Head of Department/Unit, Administrator) and CA FG IV posts. The Support Staff layer includes TA AST1 to AST9 posts (Assistants), TA SC1-SC6 posts (Secretary/Clerk) and CA FG I-III posts.

¹⁰ 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 and 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, or are in their final stage of validation, 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.
- Disclosure of the names of the Selection Board accordingly 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.

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 ongoing 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 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'.¹¹

- 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;
 - 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.13–15;
 - 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–AD8; FG IV.16–18;
 - Senior Officer Job Category¹² (*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:
 - Senior Manager Job Category (*Executive Director*): typically this post would be filled by AD14–AD15;
 - 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.d. Head of Unit*): typically these posts would be filled by AD9–AD14.

In accordance with the Staff Regulations Reform, EFSA will consider the launch of external calls under the new category of temporary staff for Agencies (TA2f), which will be guided with specific rules similar to those in force for Officials, 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

¹¹ The actual increase in job category remains strictly correlated with the publication of external calls or with the annual promotion exercise.

¹² Although in specific cases staff holding AD8 grade could cover a similar level of responsibility.

indefinite period after the second renewal. All renewal contracts will be subject to an assessment of the performance of the staff member and will depend on budget availability and the business needs for the function occupied.

In addition, EFSA plans to recruit in 2015 **10 short-term Contract Agents (function Group IV)**¹³ 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 multi-annual project needs.

6.1.2. Non Statutory Staff (Seconded national experts¹⁴, Guest Scientist, Traineeship, Interims and Structural service providers¹⁵)

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.

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 is 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.

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 22 January 2014 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 permanent call for expressions of interest on the EFSA Website.

Interims

In compliance with both the EU legal framework and Italian Labour Legislation, EFSA's policy is 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 new 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 type 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, as of 2014 EFSA is employing interim staff solely for replacements of absent staff members resulting from maternity leave, parental leave and sick leave.

¹³ 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.

¹⁴ NB SNEs are not employed by the agency.

¹⁵ NB Structural service providers are not employed by the agency.

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.
Hussier/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.
RSPP	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

6.2. Benchmarking of the key functions in the agencies

Table 5: List of examples of the key functions

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)
CORE FUNCTIONS			
Senior Manager/ Executive Director	TA	AD 14 – AD 15	Coordination
Manager/HoD–HoU	TA	AD 9 – AD 14	Coordination/Operational
Lead Expert/ Administrator	TA	AD9 – AD 12	Operational
Team Leader/ Administrator	TA	AD 6 – AD 8	Operational
Senior Officer/ Administrator	TA	AD 8 – AD 9	Operational
Officer/ Administrator	TA/CA	AD 6 – AD 8 FG IV (.14–.18)	Operational
Junior Officer	TA/CA	AD 5 FG IV (.13)	Operational
Senior Assistant	TA	AST 10 – AST 11	Operational
Assistant	TA/CA	AST 1 – AST 9 FG I – III	Operational
SUPPORT FUNCTIONS			
Head of Administration	TA	AD 12	Administration ^(a)
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 9 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
Secretary to the Head of Department	TA/CA	AST 1–3, FG II	Administration/Operational

(a): 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.

6.3. Appraisal of performance and promotion/reclassification.

The key purpose of EFSA's Performance Management system integrated within the Career development model is to establish an annual dialogue between management and staff members on the assessment of the performance of the past year against individual and organisational achievement of objectives and development of abilities, as well as to set up clear and measurable objectives for the next year, putting in place meaningful indicators to measure performance in terms of efficiency, abilities and conduct and accompanying staff members on their future development plans.

In addition to the job management framework introduced in 2010 covering the different job categories, further qualitative enhancements to this area are currently being elaborated on the basis of recommendations received by the IAS, managers as well as staff members' feedback. The outcome of the performance dialogue exercise serves as a basis to build the jobholder's

development plan based on the identified needs in order to contribute to the staff member's career progression. A learning plan is to be designed every year by both actors based on these specific needs and in line with EFSA's Strategic priorities, Learning and Training policy and Career development of staff. To support these processes EFSA is also enhancing its IT tools and simplifying the administrative process aimed at streamlining the performance management process.

Essential information extracted from these dialogues will guide possible career and promotion opportunities. 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 2013 promotion/reclassification exercise resulted in 19 statutory staff members in total being promoted/reclassified (corresponding to 5% of eligible staff), distributed as follows: 1 Official, 12 Temporary Agents and 7 Contract Agents (out of the final list of 21 staff members promoted pending third language, 1 did not meet the Third Language requirement before 31/12/2013).

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 (on this regard a first estimate lead to a yearly increase in Title I – labour cost, of around +0.6 M€).

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 6: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2013		How many staff members were promoted/reclassified in 2013		Average number of years in grade of reclassified/promoted staff members
	officials	TA	Officials	TA	
AD 16	–	–	–	–	–
AD 15	–	1	–	–	–
AD 14	–	–	–	–	–
AD 13	–	1	–	–	–
AD 12	–	4	–	–	–
AD 11	–	11	–	2	5.94
AD 10	–	7	–	–	–
AD 9	–	27	–	–	–
AD 8	–	44	–	1	6.67
AD 7	3	42	–	–	–
AD 6	1	53	–	4	3.96
AD 5	1	18	1	2	4.58
Total AD	5	208	1	9	
AST 11	–	–	–	–	–
AST 10	–	–	–	–	–
AST 9	–	–	–	–	–
AST 8	–	–	–	–	–
AST 7	–	3	–	–	–
AST 6	–	–	–	–	–
AST 5	–	10	–	–	–
AST 4	–	39	–	2	4.84
AST 3	–	20	–	–	–
AST 2	–	47	–	–	–
AST 1	–	8	–	1	4.50
Total AST	–	127	–	2	
Total	5	335	1	12	

Table 7: Reclassification of contract staff

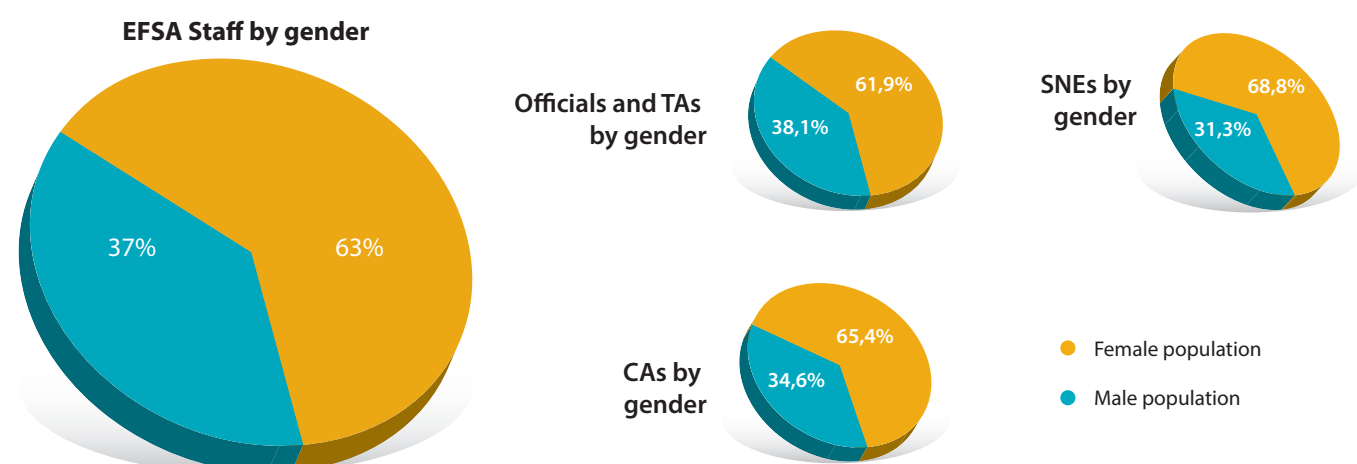
Function Group	Grade	Staff in activity at 01.01.2013	How many staff members were reclassified in 2013	Average number of years in grade of reclassified staff members
CA IV	18	–	–	–
	17	–	–	–
	16	3	–	–
	15	1	–	–
	14	35	–	–
	13	16	2	4.59
CA III	12	–	–	–
	11	–	–	–
	10	–	–	–
	9	2	–	–
	8	2	–	–
CA II	7	–	–	–
	6	–	–	–
	5	21	1	3.84
	4	25	4	3.96
CA I	3	–	–	4.59
	2	1	–	–
	1	–	–	–
Total		106	7	

6.4. Gender balance (31.12.2013)

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.

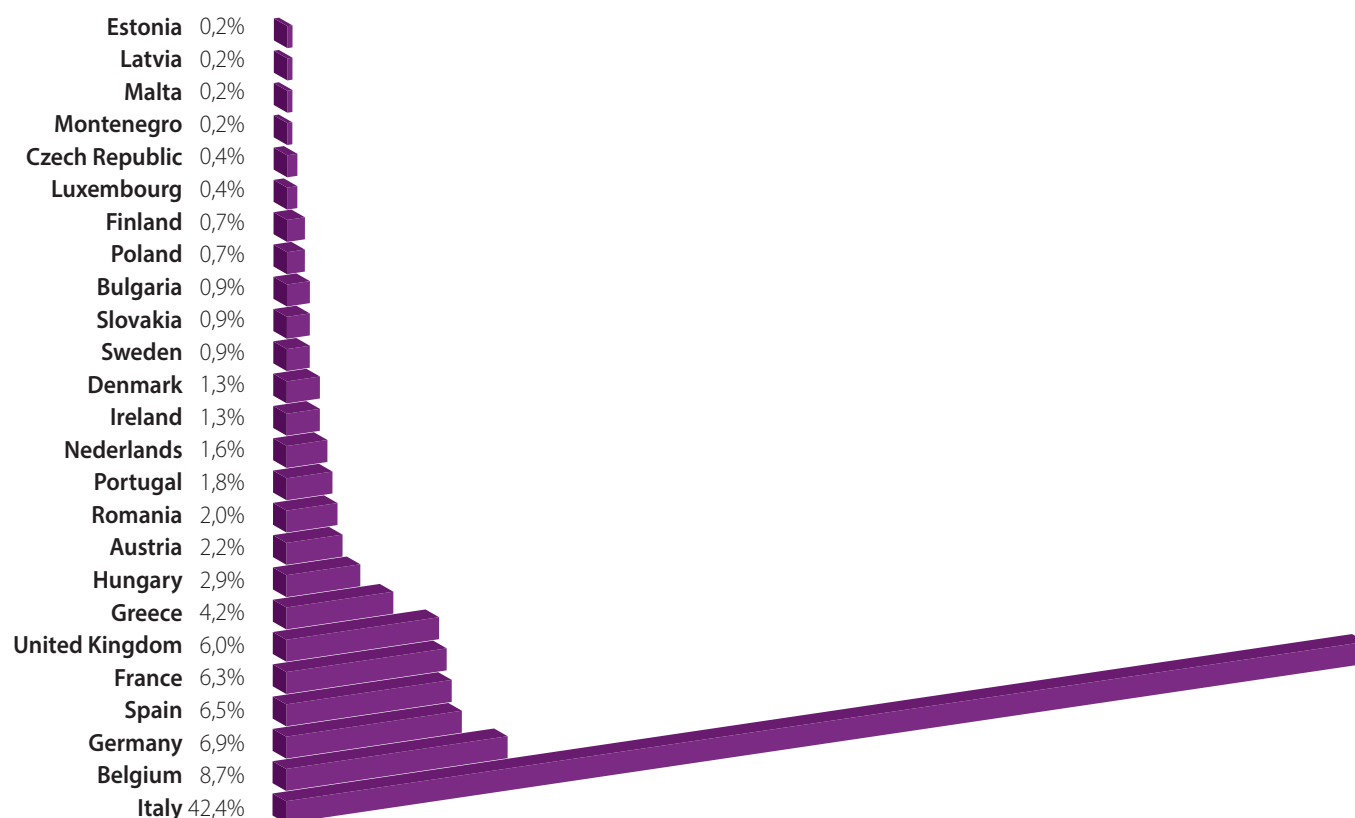
As a measure to promote equal opportunities, the terms of the vacancy notices published prevent any kind of discrimination and the Selection Board's composition is balanced as far as possible.

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.

Figure 1: EFSA staff by gender

6.5. Geographical balance (31.12.2013)¹⁶

Figure 2: EFSA staff by nationality



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

6.6.1. 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.

In this way, EFSA will recur to 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. Moreover, assignments to specific project needs and also any other kind of transfer considered as necessary by the Authority in the interest of the service, including compulsory mobility (e.g. after ten years of service in the same function) related to sensitive and managerial functions are foreseen.

In particular, as part of the career development revision, the creation of new and motivating tools to encourage staff members' transfers will be supported by two key principles: anticipation of profiles' needs according to short and medium term organisational needs and managerial involvement at all stages of the process through transparent and shared information at a corporate level. In the alignment with this approach a new "Decision on the transfers in the interest of the service" was signed by the ED in March 25th 2013 based on which numerous mobility opportunities have been agreed with staff members and Managers as a result of career projects¹⁷ published on the intranet portal and expressions of interest indicated in the career dedicated space of the Performance Dialogue tool. In 2014, more elaborated tools have been implemented in the Talent Review meetings with managers of each Department in order to strengthen the career development strategy in EFSA. In particular, preparatory meetings have been held with each manager to assess business needs vis-à-vis individual career aspirations, and these have been used for more structured Department discussions on the three types of career paths and relevant decisions within the global Talent Review meetings.

¹⁶ Without prejudice to non discrimination practices, EFSA will try to follow as much as possible a nationality balanced structure of staff, at the time of the appointment of the successful incumbent.

¹⁷ In line with the revision of the internal mobility process started in October 2012 introducing the Career projects.

During 2013, from January to December, 35 EFSA's staff members changed job thanks to internal mobility, both to respond to business needs and to staff motivations. In practical terms, the tools used to cover vacant posts internally have been career opportunity projects, performance dialogue career motivations, external calls reserve lists composed by staff members and transfers linked to organisational adjustment.

After one year of existence, further improvements of the Mobility Policy in EFSA are being developed following consultation and feedback of main stakeholders in order to consolidate the Career Development Framework of a quality management approach.

6.6.2. 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.

6.6.3. Mobility between the Agencies and the EU Institutions

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

6.7. 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.

Inspired by the latest trends on Corporate Universities, EFSA Academy, focuses on key areas that derive directly from (1) the 2009–2013 EFSA Strategic Plan, (2) EFSA's Science Strategy 2012–2016, (3) EFSA's Communications Strategy 2012–2013, (4) EFSA's Learning & Development framework 2013–2016 (5) the Performance Dialogue results and (5) more general role-based needs (e.g. Scientific Officers, Project Managers etc.).

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

- Implement 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 practice in the form of 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.

From 2014 onwards the main areas of focus will be the enhancement of scientific excellence as well as the development and rollout of a comprehensive management development programme. These two objectives will be carried out by the EFSA Academy:

1. **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:
 - Create Learning Paths for Science including instructor-led training such as:
 - “Communicating on Science” training to focus on drafting and delivery of effective communications messages for staff members of the Communications and Scientific Units;
 - 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.
 - Learning methods shall 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.
2. **Development and rollout of a comprehensive management development programme:** the EFSA Academy will – in collaboration with EFSA’s Managers – build and rollout a managerial/leadership skills programme from 2013 onwards. It will focus on meeting “the essentials” as identified by EFSA’s Managers during the Human Capital Strategy Workshop in October 2012, such as acquiring the competences to provide vision for change, exchanging feedback and creating a stimulating work environment.

7. Schooling

EFSA considers schooling as an essential part of its Staff Policy by monitoring closely the developments in that regard. In order to facilitate the integration of EFSA staff and their families in Parma and in the absence of International or European schooling facilities in the vicinity, the Italian authorities established and agreed to fund in 2004 a School for Europe (“Scuola per l’Europa”).

In October 2006, the School has been accredited as “Associated European School” by the Board of Governors of European Schools and offers a curriculum consistent with the European School system for children up to 5th grade in three language sections (English, French and Italian).

In 2008 the “Scuola per l’Europa” obtained full accreditation of the curriculum up to the Baccalaureate. In 2009 the convention was signed between the Board of Governors of the European Schools and the Italian government. In May 2011, the renewal of the Accreditation Agreement was signed. In 2012, 20 pupils successfully passed the Baccalaureate (91% success rate). Following the approval of a dedicated law in August 2009 creating a new legal basis for the “Scuola per l’Europa”, the Italian national authority recruited from academic year 2011/2012 staff paid on comparable financial basis to the other European Schools system. In addition the permanent building of the school is now due to be completed for the academic year 2014/2015. The project is supported by the Italian government for 21 M€.

Table 8: Past and expected number of EFSA pupils in the European School:

2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
133	125	125	142	147	140	140

8. State of play of implementing rules adopted by the agencies consistent with its staff policy

In line with the implementing rules adopted by the agencies consistent with its staff policy, the following shows the current state of play of EFSA's implementing rules also based on the update provided by the European Commission:

A. Implementing Rules adopted by analogy and approved under Article 110

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. Reimbursement of medical expenses;
11. 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);*
12. 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);*
13. 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).*

In addition, 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:

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 p (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.

B. *Implementing Rules with technical adaptations to best fit the Agency specificities approved under Article 110*

1. 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;
2. 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;
3. 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;
4. 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.

C. *Implementing Rules with substantial adjustments to best fit the Agency specificities approved under Article 110*

1. 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;
2. 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;
3. 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;
4. Article 10 of CEOS Career of temporary staff and assignment to a post carrying a higher grade than that at which they were engaged – submitted to EC for approval on 10/07/12 – pending reply;
5. Article 45 Career and promotion officials – submitted to EC for approval on 10/07/12 – pending reply;

6. Engagement and use of Temporary Agents – *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;*
7. Engagement and use of Contract Agents;
8. *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 – we have a Decision but it seems it was not sent to the EC for approval.*

Decisions adopted by the EC under Article 110 which do not appear on the Commission list of implementing rules:

1. Articles 16, 17(2) and 19 and Articles 11 and 81 of the CEOS – approved by EC;
2. 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;*
3. EFSA/HUCAP/DEC/035/2014 MB decision 26.06.14 laying down the principles and guidelines concerning Learning and Development at EFSA.

Decisions adopted by EFSA in 2013 which did not require approval under Article 110

1. EFSA/HUCAP/DEC/025/2013 Public holidays for the year 2014;
2. EFSA/HUCAP/DEC/027/2013 Outcome of 2013 reclassification/promotion exercise;
3. EFSA/HUCAP/DEC/033/2013 Joint Promotions Committee;
4. EFSA/HUCAP/DEC/036/2013 Invalidity;
5. EFSA/HUCAP/DEC/039/2013 Delegation of powers conferred by the SR on the AA and by the CEOS on the authority responsible for concluding contracts of employment;
6. EFSA/HUCAP/DEC/045/2013 Joint Committee;
7. EFSA/HUCAP/DEC/046/2013 Joint Evaluation Committee;
8. EFSA/HUCAP/DEC/044/2013 nomination of a Business Continuity Officer within EFSA;
9. EFSA/HUCAP/DEC/054/2013 Standby duty and on call duty at EFSA;
10. MB decision 26.06.14 concerning the delegation of specific powers to the Executive Director within the context of Article 110 of the Staff Regulation.

Under preparation

1. Article 7 Transfers in the interest of the service;
2. Decision on type of posts and post titles;
3. Decision concerning working time.



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