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Draft Programming document 2021-2023

Trusted science for safe food

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

Adopted on 18 December 2019
For EFSA's Management Board

[NOT SIGNED]

Jaana Husu-Kallio
Chair of the Management Board

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Foreword

It is with great pleasure that I present the European Food Safety Authority's single programming document for 2021-2023, which will guide EFSA's activities in the next few years. It will continue to help us put into practice our vision —and strategic objectives, thereby ensuring safe food for EU citizens.

Those objectives are at the core of the EFSA strategy, that reflects the fast-changing environment in which we operate.

As well as a new strategy document, our future planning will also be heavily influenced by the Transparency Regulation entering into force this year, and the priorities of the European Commission – the most relevant in EFSA's field being the European Green Deal and Sustainable Development Goals.

As well as increasing the transparency of EFSA's work, the new regulation is also intended to achieve better aligned and more coordinated risk communication between EFSA, the European Commission and Member States. It also addresses the quality of studies on which EFSA bases its assessments of applications for authorisation of regulated products. The overall aim is to further foster stakeholders' and citizens' trust in EFSA and to make our risk assessments more robust.

But that is for the future. Let us return to the current document, which as in previous years is structured to match EFSA's work programme — its operational activities, comprising core processes and projects — to the Authority's five strategic objectives. This establishes a link between our high-level ambitions and our everyday practice.

Within this framework our mission remains constant — we provide and communicate high-quality, timely and independent scientific advice to European risk managers on risks relating to the entire food chain. We do this by working closely with our partners, the national food safety institutions in EU Member States and our European sister agencies.

Our common European risk assessment agenda guides us and our partners in enhancing risk assessment capacity, prioritising work and making efficient use of limited resources.

The value of a multiannual approach to managing this work becomes more apparent with each passing year. As noted above, the world around us is changing dramatically – we live an era of seemingly permanent revolution – and we have to be constantly alert to how these changes will affect our work, and adapt accordingly.

With a strategic vision underpinned by meticulous planning and efficient use of resources, as described in this document, we are confident that we will continue to be ready to meet future challenges in food safety and to protect EU citizens.

Bernhard Url
Executive Director

List of abbreviations

AIR	Annex I renewal (authorisation of renewal programmes for pesticide active substances, according to Regulation (EC) No 1107/2009)
ALPHA	EFSA Animal and Plant Health Unit
AMR	antimicrobial resistance
AMU	EFSA Assessment and Methodological Support Unit
AOP	adverse outcome pathway
Apdesk	EFSA Applications Desk Unit
API	application programming interface
ART programme	architecture programme
BfR	Bundesinstitut für Risikobewertung ⁽¹⁾
BIKE	business intelligence and knowledge exploitation
Biocontam	EFSA Biological Hazards and Contaminants Unit
Biohaz Panel	EFSA Panel on Biological Hazards
BMD	Benchmark dose model
BuS	EFSA Business Services Department
CA	contract agent
CEP Panel	EFSA Panel on Food-Contact Materials and Enzymes and Processing Aids
COM	EFSA Communications Unit
COMCO	EFSA Communication, Engagement and Cooperation Department
Contam Panel	EFSA Panel on Contaminants in the Food Chain
Corser	EFSA Corporate Services Unit
CRM	customer relationship management project
DAMA	data management and data analysis
DATA	EFSA Evidence Management Unit
DCF	data collection framework
DOI	digital object identifier
TS	EFSA Transformation Services
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
ED criteria	endocrine disruptors criteria
EEA	European Environment Agency
EFSA	European Food Safety Authority
EMA	European Medicines Agency
ENCO	Engagement and Cooperation Unit

⁽¹⁾ German Federal Institute for Risk Assessment.

EPA	EFSA process architecture
ERA	environmental risk assessment
EU RAA	EU risk assessment agenda
EU	European Union
EMP	expertise management programme
Euansa	EU Agencies Network on Scientific Advice
FAO	Food and Agriculture Organisation of the United Nations
FEED	EFSA Feed Unit
Feedap Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients and Packaging Unit
FPA	framework partnership agreement
FSCAP	food system common authorisation procedure
FTE	full-time staff equivalent
GMO	genetically modified organism/EFSA GMO Unit
GLP studies	Studies performed according to standard on good laboratory practices
GPS	EFSA Global Performance Services
HCD	historical control data
HUCAP	EFSA Human Capital Unit
IMP	information management programme
Ipchem	Information Platform for Chemical Monitoring
Iuclid	international uniform chemical information database
JRC	Joint Research Centre
KICs	knowledge and innovation communities
KPI	key performance indicator
LA	EFSA Legal and Assurance services
MB	EFSA Management Board
MFF	multiannual financial framework
MRL	maximum residue level
NDA Panel	EFSA Panel on Nutrition, Novel Foods and Food Allergens
NGS	next-generation sequencing
NUTRI	EFSA Nutrition Unit
NWOW	new world of work
OECD	Organisation for Economic Cooperation and Development
Open SCAIE	open scientific advanced information and evidence hub
PLH	Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and their Residues
PRES	EFSA Pesticides residues Unit
PREV	EFSA Pesticides peer review Unit

Prometheus	promoting methods for evidence use in scientific assessments project
QPS	qualified presumption of safety
QSAR	quantitative structure–activity relationship
RA	risk assessment
Rampro	risk assessment methodologies programme
RASA	EFSA Risk Assessment and Scientific Assistance Department
REFIT	European Commission regulatory fitness and performance programme'
REPRO	EFSA Scientific Evaluation of Regulated Products Department
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	scientific data warehouse project
SEA	stakeholder engagement approach
SNE	seconded national expert
SO	strategic objective
Sysper	Système de gestion du Personnel (Human Resources Management System)
TA	temporary agent
TBD	to be defined
TSE	transmissible spongiform encephalopathy
TTC	threshold of toxicological concern
WGS	whole-genome sequencing
WHO	World Health Organisation

Mission statement

Our mission

The European Food Safety Authority (EFSA) is an integral part of the EU's food safety system. As outlined in its founding regulation (Regulation (EC) No 178/2002), the Authority's mission is to contribute to the safety of the EU food and feed chain, mainly by:

- providing EU risk managers with independent, up-to-date and fit-for-purpose scientific advice on questions related to food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above ⁽²⁾;
- communicating to the public on its outputs and the information on which they are based;
- developing and applying uniform methodologies for fit-for-purpose scientific advice on questions related to food safety;
- collecting and analysing data to allow the identification, characterisation and monitoring of current risks that have a direct or indirect impact on food safety;
- cooperating with Member States, institutional partners and other interested parties/stakeholders ⁽³⁾ in the EU to promote coherent advice and increase trust in the EU food safety system;
- identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

Our vision

Trusted science for safe food.

Our values

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

- **Scientific excellence.** EFSA aims to provide fit-for-purpose and high-quality scientific advice based on the expertise of its network of scientists and staff and the quality of its science-based information and methodologies, which are grounded in internationally recognised standards.
- **Independence.** EFSA is committed to safeguarding the independence of its experts, methods and data from any undue external influence, and ensures that it has the necessary mechanisms in place to achieve this.
- **Openness.** EFSA aims to communicate openly and promptly on its scientific work, which helps foster trust in the Authority. As well as being transparent, EFSA aims to engage civil society in its risk assessment work and connect with untapped scientific potential.
- **Innovation.** Being proactive and forward-looking enables EFSA to anticipate new challenges. EFSA believes that regulatory science must keep pace with changes in the natural sciences, industry and society. EFSA is constantly developing and adapting its data and working methods to ensure that the EU food safety system is at the forefront of scientific and administrative thinking and practice.

⁽²⁾ The phrase 'food safety' is used throughout the document as shorthand for 'food and feed safety, animal health and welfare, plant health, nutrition and environmental issues specific to the above'.

⁽³⁾ As defined in EFSA's founding regulation (Regulation (EC) No 178/2002), Article 3(13).

- **Cooperation.** Working together and exchanging knowledge between food safety experts in the EU and around the world ensures excellence and efficiency, and maximises the available risk assessment capacity and potential. EFSA believes that the totality of food safety expertise in Europe and internationally is greater than the sum of its individual parts.

DRAFT

Section I. General context

In the EU food safety system, the European Food Safety Authority (EFSA) contributes to the overarching objectives⁽⁴⁾ of the European Commission, particularly to achieve 'a high level of public health while enhancing the competitiveness of the European Union's food and feed industry and favouring the creation of jobs'. It does so both directly, by safeguarding public health, and indirectly, by strengthening consumer confidence in the food safety system.

EFSA operates in a world of rapid change and needs to ensure that it continues to deliver on its mission and tasks. Some important challenges and opportunities that EFSA expects to encounter are summarised below. These have been considerably updated in 2019, to reflect the new Transparency regulation and the outcomes of the EFSA environment scan exercise which brought new insights looking forward post-2020, in line with the duration of this Programming Document.

Delivering science through a dialogue with society – new legislation paves the way for even greater transparency and openness

Drivers: Transparency Regulation, Engagement, Transparency/Openness and Globalization

The call for transparency and openness places emphasis on the need for an increased dialogue with society as part of risk analysis. During 2019, the European Union has adopted a regulation on the transparency and sustainability of EU risk assessment in the food chain – based on the proposal of the European Commission in response to the "fitness check" of the general food law and the EU citizens' initiative "Ban glyphosate". The new legislation, set to be applied early 2021, will underpin EFSA's ongoing and future transparency and engagement efforts – two fundamental aspects of its work.

EFSA has always striven to be transparent in all its activities. It is important to continue building on the procedures in place – embedded within the EFSA Strategy 2020 – and reinforce them in the light of the new legislation. Strengthened engagement with partners and stakeholders will also make it possible to harvest scientific knowledge, experience and tools in the early stages of the RA process and to tap into the unexplored expertise of the wider scientific community. The Management Board's (MB) recommendations following EFSA's third external evaluation focused on the same areas of priority, aiming at strengthening EFSA's capacity to deliver fit-for-purpose scientific advice on time and improving EFSA's reputation via enhanced communication activities, while maintaining the sustainability and efficiency of EFSA's science operating model.

Indeed, trends such as the democratisation of information in a highly interconnected, global environment, are also combining to affect the trust of citizens in institutions and the expectations that society places on regulatory science. In addition, food safety information needs vary across the EU depending on socio-economic factors and geography, with food safety being just one piece of the puzzle – it influences consumer choices together with food quality, origin, taste, nutrient content, environmental impact, and price. To implement a more tailored approach in an efficient manner, the needs of different audiences need to be considered to inform risk communication, which should be delivered throughout the risk analysis, involving the EU and national risk assessors and risk managers.

Responding to complex food safety questions - addressing ongoing emergence of new risks and hazards and ensuring holistic and fit-for-purpose risk assessment

Drivers: Complex food safety questions, emerging new risks and hazards, preparedness, holistic and fit-for-purpose

Demographic changes, malnutrition and the rise of non-communicable diseases, climate change and the depletion of natural resources call for new approaches for safe food. In such

⁽⁴⁾ https://ec.europa.eu/food/index_en

approaches, safety assessment goes beyond the traditional risk assessment model of single hazards analysis and requires a full life-cycle assessment of possible hazards. Future scenarios for food safety and nutrition⁵ indicate that emerging risks and hazards will increase the need for data, methodologies, analyses and scientific advice on complex food safety questions. The risk assessment regulatory framework for many of the regulated substances and products is currently fragmented and methodologies for assessment will vary across different regulations. Steps can be taken to address the lack of harmonised approaches and methods across different RA sectors. A process for joint drafting, adoption and publication of RA with other EU Member States agencies has begun.

EFSA has, in less than 20 years, gained an international reputation as a leading Authority in food and feed risk assessment (RA). Its staff and access to large networks of Member State experts are its main assets – it is therefore important to take full advantage of this interdisciplinary richness and increase engagement with the research community (public and private) to keep pace with technological developments. Scientific developments and access to large sets of digital information offer EFSA the opportunity to assess food safety risks no longer as isolated events but as factors of complex systems that represent the world we live in. The “farm to fork” strategy in support of the Green Deal and the SDGs calls for further cooperation across Agencies to provide policy makers with more holistic “one health/one environment” RA which integrates nutrition, health, environment and sustainability aspects; a challenge that needs careful consideration.

However, EFSA’s focus on fit-for-purpose RA must remain a priority, with an obligation to provide the best science available in the timeframe available to support the development and implementation of policies. This is naturally to be done in strong partnerships with risk managers and assessors at EU⁶ and Member State level as well as with international organisations.

Efficient and sustainable operation of EFSA’s activities –attracting the right expertise for EFSA’s multidisciplinary needs and through innovative & collaborative approaches for scientific knowledge

Drivers: Scientific knowledge, efficiency & sustainability of operating model, innovation, collaboration, multidisciplinary expertise management

In the coming years, sustainability, efficiency and governance of the EFSA system will be addressed through the Transparency Regulation. The provision of measures from this new legislation will provide EFSA with an increased representation of Member States in the upcoming renewal of EFSA’s Management Board, alongside an increased indemnity received by EFSA’s experts. The period post 2020 will be governed by a new Multi-Financial Framework that, in the current draft version prepared by the Commission, incorporates an increased amount of resources for EFSA in close connection with the additional tasks introduced by the Transparency Regulation. On top of the new tasks stemming from the review of the regulation, there is a continuous need for investment in preparedness relating to evolving regulatory and scientific assessment priorities as laid out in the EFSA strategy 2020 and new ones to be described in the new EFSA Strategy 2027.

To enable the above, EFSA will need to further explore all possible solutions to achieve the needed efficiency gains, from closer collaboration with its partners and the international scientific assessment bodies to innovative, lean working methods, and the application of prioritisation and flexible resource management focused on results to address any potential resource bottlenecks. Attracting the right expertise for EU RA is expected to become even more challenging in the face of increasing competitiveness from the private sector, the increased sharing of knowledge generated outside the EU, including in emerging economies, and the imbalances in the availability of scientific RA capacity within the EU and internationally. Also, the ever-increasing mobility of people and knowledge, facilitated by digital technologies, presents

⁵ Mylona, K., Maragkoudakis, P., Bock, A.-K., Wollgast, J., Caldeira, S. and Ulberth, F., Delivering on EU food safety and nutrition in 2050 — Future challenges and policy preparedness, EUR27957 EN, Publications Office of the European Union, Luxembourg, 2016, ISBN 978-92-79-58916-4, doi:10.2787/625130.

⁶ European Chemicals Agency (ECHA), European Centre for Disease Prevention and Control (ECDC), European Medicines Agency (EMA), European Environment Agency (EEA) and EFSA.

unique opportunities to exploit both scientific expertise and any available "cognitive surplus" from "non-formal experts", i.e. people's time, energy, creativity, and generosity that leads to productivity, creation, and sharing.

Emerging technologies may further standardise and automate routine tasks of the Authority, while the use of collaborative digital platforms will help optimise the involvement of stakeholders and other potential contributors.

The first steps in data interoperability have occurred in the upcoming years. Further improvements in widening data connectivity, access and exchange needs to be addressed alongside the insufficient data literacy and computational capacity for the full exploitation and re-use of EFSA's data models. EFSA should look out not to fall behind innovations in computational and data science capabilities, which would allow the provision of more agile and fit-for-purpose scientific advice. Scientific knowledge continues to evolve rapidly, with methodologies, information and big data becoming available on an increasingly global scale through the increased use of artificial intelligence and digital technology. EFSA collects, appraises, analyses and integrates existing evidence and data to carry out its scientific assessments, but does not generate primary evidence itself. It will therefore be increasingly important for EFSA, in collaboration with the wider RA community in the EU and beyond, to collaborate with research institutes and project consortia, risk managers and funding bodies to identify and prioritise research funding for the generation of data and knowledge for its work.

Section II. Multiannual programming 2020-2023

1. Strategic objectives

EFSA's strategy 2020 ⁽⁷⁾ outlines five strategic objectives (SOs) that guide EFSA in fulfilling its mission in light of the changing context described in the previous section, while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice:

- prioritise public and stakeholder engagement in the process of scientific assessment;
- widen EFSA's evidence base and optimise access to its data;
- build the EU's scientific assessment capacity and knowledge community;
- prepare for future risk assessment challenges;
- create an environment and culture that reflect EFSA's values.

To implement its strategy, EFSA has designed a multiannual portfolio consisting of core processes and projects. The core processes represent the bulk of EFSA's work including the requests for scientific advice from the risk managers and supporting processes that deliver the outputs and results defined respectively in EFSA's mission and strategy. As envisaged in the strategy implementation plan, projects have been included that will deliver benefits to EFSA's core processes, such as improved efficiency and quality, and will follow adequate project governance.

- Previously ongoing and planned projects have been consolidated into four multiannual programmes. These programmes are identified in this document as the Architecture Transformation programme (ART), the Information Management Programme (IMP), the Risk Assessment Methodologies Programme (Rampro) and the Expertise Management Programme (EMP), and are set up to coordinate and align the projects in the respective areas. All four programmes will be supported by a common transformation team.
- Each development project covers one or more aspects of the SOs, and together they maximise the strategic fit of the multiannual programme. The third external evaluation recommendations adopted by the MB in October 2018 fit well into the SOs of the EFSA strategy 2020 and the transformations envisaged within the ART programme. The MB's recommendations are integrated into the planned activities for 2019 and beyond. EFSA will report on progress to the MB via regular progress reports.
- An annual and quarterly reviews of the strategy implementation allows for adjustments of the resources dedicated to achieving the SOs through current and future processes and projects.

To ensure that EFSA's activities are focused on achieving the expected results as defined in its strategy, and to be able to monitor progress, EFSA has enhanced its results-based orientation through the definition of an integrated framework founded on the intervention logic and a set of key performance indicators (KPIs). These are presented at impact and outcome level in the multiannual part of this document, and at input-activity-output level in the annual part. As a number of these KPIs are new, in 2017 and 2018 EFSA built the baseline and set targets covering the period until 2022. The performance framework is complemented by the

Global impact:

Trust and confidence of stakeholders in EFSA's contribution to the protection of public health related to the food chain

⁽⁷⁾ EFSA strategy 2020, <http://www.efsa.europa.eu/en/corporate/pub/strategy2020>

application of evaluations and qualitative analyses on key projects, which is managed under a systematically applied process from 2018 onwards (see annex VII).

Transparency Regulation

The new Transparency Regulation adopted in April 2019 to significantly increase the transparency of the EU risk assessment in the food chain, revisit the governance of EFSA in order to ensure its long-term sustainability, improve the coherence of risk communication and enhance the quality and reliability of studies.

The measures introduced with the Transparency Regulation have generated modifications to the EFSA's multiannual plan which now include concrete actions under each strategic objective that ensure the appropriate implementation of the regulation with the final aim for a more robust, independent and transparent risk assessment process.

EFSA, in order to implement all new measures foreseen in the regulation, tasked a new Programme – ART - and re-shaped the IMP programme ensuring the highest priority to the projects supporting these measures. The ART Programme and the refocused IMP Programme are described below of the multiannual and annual plans in the respective strategic objectives.

2. Multiannual programme 2020-2023⁽⁸⁾

2.1. Prioritise public and stakeholder engagement in the process of scientific assessment

In the area of provision and communication of scientific advice for general RA priorities and for regulated products, EFSA will provide fit-for-purpose and timely advice to risk managers. EFSA enables citizens and stakeholders to contribute to its scientific assessment processes by promoting dialogue and transparency. Besides public consultations as envisaged in the Transparency Regulation further engagement with stakeholders and society in different parts of the risk assessment process such as the risk assessment protocol for selected opinions (the master plan on how the specific risk assessment will be executed, which methods will be used and what data is needed) will be implemented. This helps increase trust in the RA process, EFSA's scientific advice and the predictability of the RA process.

Scientific advice for general RA questions and for regulated products will continue to be central activities of EFSA, and their detailed planning and prioritisation will be addressed in EFSA's annual work plans. Over time, the plans will be updated addressing changes in the nature and volume of the provision and communication of scientific advice, stemming from factors such as new risk-management priorities, new regulations (e.g. the new animal health and plant health legislation) or outbreaks of food-borne diseases. The review of the stakeholder engagement approach (SEA), large scale engagement initiatives and increased engagement commitments in response to the objectives of the new Transparency Regulation will be shaping the engagement with our stakeholders over the years to come.

Satisfaction of stakeholders regarding EFSA's scientific outputs and the scientific assessment process and communication tools and materials

Engagement of stakeholders in scientific activities

With the new Transparency Regulation, EFSA will complement the set of existing services to applicants, and extend to all applicants or notifiers the pre-submission advice on the applicable rules to, and the content required for applications or notifications and on study design for renewal applications.

General risk assessment

General risk assessment EFSA's multiannual focus will be on providing scientific advice based on the mandates received in the fields of biological and chemical hazards, animal health and welfare, plant health and human nutrition. Involvement of our stakeholders throughout different steps of the risk assessment process will be an integral part of EFSA's risk assessment.

In the area of biological hazards, the activities will focus on assessing risks relating to food-borne zoonoses, food hygiene (e.g. for fresh produce, fishery products, meat inspection, new processing methods, and date markings), antimicrobial resistance (e.g. residues in feed, support to EC on the revision of legislation on harmonised monitoring, and integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC), and transmissible spongiform encephalopathies (TSEs). Work will continue on updates of the list of qualified presumption of safety (QPS)-recommended biological agents intentionally added to food or feed. Scientific advice will continue for collecting molecular typing data (including whole genome sequencing) in cooperation with ECDC. Scientific support will continue on the investigation of multi-country events in the form of Joint ECDC-EFSA Rapid Outbreak Assessments.

In the area of animal health and welfare, EFSA will continue to provide support to Member States in risk assessment and surveillance relating to outbreaks of transboundary animal diseases such as African swine fever, avian influenza and lumpy skin disease. Additionally, in the coming years risk assessments are expected in relation to the categorisation of animal

⁽⁸⁾ This section covers the final 2020-2022 multiannual plan adopted by the MB in December 2019 and the draft 2021-2023 multiannual plan endorsed by the MB in December 2019.

diseases to support the new animal health law ⁽⁹⁾. In the area of animal welfare EFSA will deliver several opinions on the welfare of various animal species at slaughter and also related to killing other than slaughter.

In the area of plant health, following the approval of the new plant health law by the European Parliament ⁽¹⁰⁾, EFSA will continue to work on the high number of requests it has subsequently received for pest categorisation and RAs. EFSA will also work on the prevention of plant pest introductions and outbreaks with a particular focus on the prioritisation of pest risks newly identified through the horizon scanning and assessment of emerging plant health risks and provide scientific and technical support to Member States' surveillance programmes. In addition, EFSA will support the assessment of derogation requests and commodity RAs required after the establishment of a list of high-risk commodities where a sharp increase of the workload is expected in 2020.

In the area of contaminants in food and feed, further work is expected to be based on requests for scientific assessment of the risks posed by the presence of heavy metals, environmental contaminants, process contaminants, non-allowed pharmacologically active substances, and natural toxins, along with the assessment of detoxification processes of contaminants in feed. Scientific assistance will continue to be delivered in the form of annual reports on the results from the monitoring of veterinary medicinal products and other substances in live animals and animal products.

In the area of food-contact materials, EFSA will finalise its re-evaluation of the temporary tolerable daily intake of bisphenol A following the hazard assessment protocol, which was developed according to the Prometheus project ⁽¹¹⁾ methodology⁽¹²⁾. The new opinion will undergo public consultation before adoption.

In human nutrition, EFSA will continue its work to advise on the tolerable upper intake level of dietary sugars following a wide public consultation on the draft protocol, which has been developed according to the Prometheus project methodology. EFSA will be working to review the scientific basis to derive the uncertainty factor to establish a health-based guidance value for copper.

The assessment of the potential risk for consumers of pesticide residues in food will remain an EFSA core task and following years of methodological developments by the EFSA Panel on Plant Protection Products and their Residues (PPR), the annual report on pesticide residues will progressively include assessments of the cumulative risks associated with residues from different pesticide active substances. EFSA will continue providing support to the Commission regarding the Codex Committee on Pesticide Residues. The number of ad hoc requests (Art 43) is expected to increase as a result of the outcome of the renewal process on the MRLs currently in place.

Regulated products

The evaluation of applications for regulated products will continue to absorb a significant amount of EFSA's resources allocated to scientific risk assessment. EFSA will continue to provide support to applicants and will further streamline administrative procedures associated with applications, starting from reception and assessment to adoption. EFSA will adapt its guidance documents for regulated products (e.g. smoke flavourings, FCM, GMO, FEED) with the requirements stemming from the Transparency Regulation. EFSA will take additional steps to improve interaction with applicants, including targeted support to small and medium-sized enterprises, and implementing the new Transparency Regulation, EFSA will provide pre-submission advice to applicant or notifier on the applicable rules and the content required for

⁽⁹⁾ Regulation (EU) 2016/429 of the European Parliament and of the Council on transmissible animal diseases.

⁽¹⁰⁾ Regulation (EU) 2016/2031 of the European Parliament and of the Council on protective measures against pests of plants.

⁽¹¹⁾ Prometheus: promoting methods for evidence use in scientific assessments.

⁽¹²⁾ Engagement with stakeholders and society in different parts of the risk assessment process such as the protocol (the master plan on how the specific risk assessment will be executed, which methods used and what data is needed)

applications or notifications and on the study design for renewal applications. The goal is to ensure fairness, predictability and accountability in operations that affect third parties by simplifying the application workflows and making them more transparent. The Authority will involve its stakeholders at an early stage in the development of guidance documents — through discussion groups or concept papers — and will also engage with them via webinars and information sessions. In addition EFSA started already to collect data from new dossiers to support EC with the preparation of the fact-finding missions to be carried out by the Commission and MSs performing the audit of GLP studies for EFSA, in the context of the annual GLP audit monitoring programme.

Under the frame of Regulation (EC) No 257/2010, in 2020 EFSA will focus its work on the re-evaluation of sweeteners, and the re-evaluation of the remaining approved food additives is likely to continue throughout the 2020-2023 period. Activities relating to the assessment of new food additives or proposed changes to approved food additives under Regulation (EC) No 1331/2008 will be carried out in parallel.

Opinions on the safe use of additives in food destined for infants and young children, evaluated using the principles described in the Scientific Committee guidance adopted in 2017, are expected to be completed during this period. Similarly, opinions prepared using new data generated in response to the programme set by the Commission for the follow-up of scientific opinions on the re-evaluation of food additives are also planned for completion during this period.

EFSA will continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications on flavourings. The revision of the guidance documents applicable to the evaluation of flavourings and smoke flavourings, should be completed following an extensive stakeholder consultation.

EFSA will be requested to provide scientific assistance to the EC with respect to the monitoring of the consumption and use of food additives and food flavouring, following the terms of reference of the mandates sent by the EC at the end of 2019.

In relation to food enzymes, a total of 304 applications were received by EFSA. The multiannual work programme for their evaluation will be revisited jointly with the Commission, as a significant number of new enzymes or extensions of use are going to be submitted by the applicants.

EFSA will continue to assess the safety of additives and monomers for plastic materials, articles in contact with food and recycling processes, as well as applications for active and intelligent materials. EFSA is also working on European Commission mandates to re-evaluate already authorised substances, e.g. styrene and to prioritise substances without a generic migration limit. EFSA will continue supporting the Commission in the frame of the ongoing evaluation of the FCM regulation.

In view of the Commissions policy on circular economy, EFSA should establish criteria for recycling plastics other than PET, where appropriate. Therefore, an increased workload in this area is expected with the submission of new applications.

The network on food-contact materials (FCMs) will continue its work aiming to further harmonising with Member States the application of risk assessment principles for non-EU regulated FCMs. In this context, the Commission is expecting EFSA to play a role in the preparation of guidance documents.

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

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

The number of dossiers on feed additives increased to over 100 per year. The majority of these dossiers relate to new applications, but the number of renewals is expected to significantly increase. EFSA will also continue working on the outstanding re-evaluations of feed additives.

The goal is to finalise most re-evaluations by end of 2020, while a workplan is in place until 2022 for botanically defined flavourings. Furthermore, a collaboration with other EU agencies will be established to harmonise consumer exposure assessments and the related setting of maximum residue levels.

With the implementation of Regulation (EU) 2015/2283, which lays down provisions for the centralised RA of all applications for novel foods and a notification procedure for traditional foods from non-EU countries, EFSA faces a substantial increase of novel food applications and consequently a high workload in this area over the coming years. EFSA will continue to evaluate applications for health claims. The workload related to health claims will depend on the result of the ongoing REFIT evaluation of Regulation (EC) No 1924/2006 on nutrition and health claims. EFSA will also work on applications regarding food for specific groups, exemptions from labelling of food allergens, nutrient sources and safety assessments for 'other substances' added to food.

In the area of genetically modified organisms (GMOs) EFSA will continue to deliver evaluations of applications for the import and processing of GMOs in food and feed, and for cultivation uses. EFSA will review the fitness of its RA guidelines for GMOs in light of new developments such as gene drive and synthetic biology applications and exploring the possible impact of the implementation of the Transparency Regulation.

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

Stakeholder engagement and communication

Through its risk-communication and stakeholder engagement activities EFSA seeks to raise awareness about and explain the basis of its scientific work. EFSA aims to provide appropriate, consistent, accurate and timely communication on food safety issues to risk managers, stakeholders and the general public based on its risk assessments and scientific expertise.

During the 2019-2022 period EFSA will focus on preparing itself to implement the new Transparency Regulation and informing the European Commission-led initiative to develop a General Plan on Risk Communications. Activities will include redefining processes to improve coordinated risk communications between EFSA, Member States and the European Commission; reviewing and refining products and channels for better targeted communications; and piloting new digital tools to contextualise EFSA's scientific advice for interested parties and the general public.

Reflecting provisions in the Transparency Regulation, EFSA's work on risk communication during the 2019-2022 period will increasingly be based on insights from research on risk perception as the Authority expands its social science function. This includes developing social listening tools and rolling out engaging communication campaigns in conjunction with Member States and the European Commission on food safety topics of high importance or relevance to citizens. In 2019, EFSA launched its *#EUandMyFood* campaign which sought to highlight the value to citizens of the EU food safety system as they prepared to go to the polls for the European Parliament elections. The experience gained from this campaign will be applied to future initiatives to be delivered at either regional or European level.

The EFSA Journal provides open access to EFSA's risk assessments and scientific outputs on a modern online publishing platform that optimises the impact and discoverability of EFSA's work and the visibility of its contributing experts. Through the partnership with the international publisher John Wiley & Sons, the editorial quality and accessibility of EFSA's scientific outputs continue to improve, and EFSA's assessments are disseminated via a wider range of channels relevant to the scientific community, including the key bibliographic databases in life sciences/health sciences. In line with the strong emphasis in the Transparency Regulation on

*Outreach of
communication*

accessibility for citizens to EFSA's scientific advice, the Journal will pilot an initiative to accompany certain EFSA scientific opinions with Plain Language Summaries. An editorial advisory board, appointed in 2017, will monitor the performance and guide future developments of the EFSA Journal, ensuring that it is well placed to meet the expectations of the European food safety community and EU institutions.

The EFSA website will support efforts to improve the visibility and impact of EFSA's work. It will build on the progress made up to 2018 in the area of multimedia, using established tools — such as interactive infographics and videos — along with new tools — such as data visualisation — to make EFSA's work as impactful and accessible as possible to its different audiences. A significant upgrade to the website's content management system will take place in 2020 as the Authority moves to Drupal 8.

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

EFSA will continue to engage with its stakeholders via its Stakeholder Engagement Approach (SEA), based on a set of targeted and ad-hoc engagement models. In 2019 the current stakeholder engagement approach will be reviewed based on an internal and external evaluation and in line with strategic directions given by Management Board recommendations arising from the third external evaluation carried out in 2018. In addition, a work package dedicated to the engagement provisions of the new Transparency Regulation running under EFSA's ART programme will provide a platform to consider new engagement mechanisms and models. During the 2019-2022 period, EFSA's engagement activities will also focus on topic driven stakeholder engagement, large scale engagement initiatives and engagement models adapted to specific stakeholder needs. The organisation of stakeholder initiatives together with member states and also third countries will be explored further. EFSA will already pilot some of these initiatives in 2020 as reflected in the workplan.

A sounding board composed of stakeholders, Member States and European Commission representatives will be rolled out in 2019 and run until the implementation date of the new Transparency legislation, providing information on the implementation status of the new provisions and collecting input during different steps in the process. Technical groups composed of stakeholders, European Agencies, European Commission and observers, will be working together on specific technical areas.

Key development projects within the overarching programme structure

ARCHITECTURE TRANSFORMATION PROGRAMME

The ART programme will run projects to improve the design of the scientific and communication processes, as described below (for a full description of the ART programme see SO5)". Within this specific objective, the main projects within ART programme are End-to-end Science and EN.RI.CO.

- **END-TO-END SCIENCE PROJECT**

The project End-to-End Science aims at analysing all EFSA's end-to-end chains of activities delivering core scientific outputs, working towards of Transparency Regulation implementation, as well as any other improvement opportunity for risk assessment in food safety.

The project will address all the steps of these activities: from potential pre-submission meeting and mandate acceptance, to data management, risk assessment process as well as support services underpinning the scientific processes, ranging from tool implementation to methods development and measurement of guidance documents' success. The aspiration of End-to-end Science is to build the scientific processes necessary for EFSA to become the EU hub for food safety. The deliverables in 2019 and 2020 will contribute to have in force by March 2021 all the measures required by the new Transparency Regulation.

- EN.RI.CO PROJECT

The project Engagement and Risk Communication (EN.RI.CO), developing engagement and partnering mechanisms will specifically address aspects related to communication, engagement and cooperation with MSs/internationally and with sister agencies throughout its Risk Assessment processes with EFSA's Stakeholders in line with the new science approach and the implementation of a general plan for risk communication.

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

In the area of data collection and evidence management, EFSA will focus on achieving greater transparency of its scientific outputs by providing, as far as feasible, access to underpinning data and evidence.

In doing so, EFSA will intensify collaboration with Member States to encourage the publication of their data on EFSA's data hub. Continued data exchange on open data platforms, along with collaboration with other agencies and international organisations, will enable wider discoverability of data and evidence. EFSA will improve the interoperability of its scientific data to enable the exchange of data with its stakeholders, as well as the electronic transmission of regulated product dossier data in a structured format. Collaboration with MSs will also foresee enhanced support by the Focal points with regards to quality and submission timeliness of data underpinning our risk assessment processes.

Satisfaction of stakeholders regarding EFSA's evidence management services and innovative reuse of data

EFSA will continue to cooperate with Member States on the standard data collections that underpin its scientific advice and the annual EU summary reports, i.e. on zoonoses and food-borne outbreaks, AMR, pesticide residues, veterinary medicinal product residues and TSEs. EFSA will continue to streamline its evidence-management activities by implementing in full its SSD2 (standard sample description, version 2) as a common data-reporting standard for its core annual data collections with Member States (i.e. contaminants, pesticide residues, veterinary medicinal product residues).

With the scientific data warehouse (SDWH) project, EFSA created a pan-European hub for data and analysis services, which is accessible to EU Member States, scientific experts and stakeholders who require access to data. The SDWH, open to the general public since 2016, will be extended to include molecular typing data from WGS and structured data from studies used in regulated product applications (Matrix project).

Improved access to data

Building on EFSA's achievements to become an organisation providing more open access to data, it is envisaged that raw monitoring and survey data in the SDWH will continue to be made accessible to all stakeholders including the general public.

Wider data coverage

EFSA will continue its efforts towards more openness through continued publication of digital objects (e.g. datasets and models supporting EFSA's scientific assessments) on its [Knowledge Junction](#) to enable links to methods and tools developed by EFSA and other scientific bodies. An increasing number of web applications of specific models linked to guidance documents or relevant for stakeholders will be made available on a specific web platform, R4EU accessible through the Knowledge Junction. Models linked with guidance documents or opinions will be available through the Knowledge Junction, while standalone browser-run versions will be made increasingly available through the R4EU platform.

Increased standardisation, interoperability and quality of data

With a view to improving data exchange and interoperability EFSA will continue to participate in data-exchange networking groups such as the Global Open Data for Agriculture and Nutrition network, and will continue to engage with other EU sister agencies to achieve standardisation of data-exchange formats. Especially in the area of pesticides, EFSA will continue working together with ECHA in the scientific and administrative processing of (hazard) data on pesticidal-active substances. This aims to ensure regulatory consistency and an efficient and effective use of the data available⁽¹³⁾ in alignment with the Harmonised Classification and Labelling (CLH) procedure⁽¹⁴⁾. In turn this will also lead to a full understanding of the hazardous properties of the substances in support of the decision on their approval/renewal at EU level. In

⁽¹³⁾ in the peer review process for the approval/renewal of pesticide active substances, undertaken by EFSA in line with Regulation (EC) 1107/2009

⁽¹⁴⁾ undertaken by ECHA under Regulation (EC) No 1272/2008

the upcoming years the EFSA-ECHA collaboration will be further strengthened by an implementing act prepared by the European Commission amending the renewal regulation (Regulation EU No 844/2012), laying down the legal framework for the mandatory submission of CLH dossiers in the context of the renewal of approval of pesticide active substances, for defined hazard classes.

In addition, dissemination of EFSA's FoodEx2 food classification and description data standard will continue at the European and international levels to improve data interoperability and data exchange relevant to EFSA's scientific assessments.

Key development projects

INFORMATION MANAGEMENT PROGRAMME

EFSA's Information Management Programme (2014-2021) will continue to support activities aimed at managing EFSA's data and evidence in a more open and interoperable way. It aims to implement common metadata, thesauri, data models and sound record management, adopting as far as possible EU and open data standards.

- MATRIX AND NOTIFICATION OF STUDIES

Following the adoption of the Transparency Regulation, the Matrix project (part of the IMP) has been re-chartered and now focuses on delivering the new Transparency Regulation measures by

Full availability of documentation relevant to EFSA's scientific outputs

March 2021. Those measures will focus on ensuring confidentiality assessment - across all food sector areas - and on the publication of dossier information in a machine-readable format. The confidentiality decisions are exceptions to the public disclosure requirement introduced by the new

Regulation. Matrix will also aim to provide applicants and stakeholders with an electronic-based e-submission and evaluation solution for all regulated product applications. The electronic format will enable the management of regulated product applications (validation and risk assessment), the confidentiality assessment process as well as the dissemination and publication processes.

In addition to MATRIX, a new IMP project (Notification of Studies) has started the design of the processes and the data format for the implementation of the provision of the TR for a Register of Studies and for the obligation set in the new Transparency Regulation to notify to EFSA studies for both new applications and renewals.

The two projects are strictly interlinked and, in 2020, EFSA will start the implementation of the solutions for the notification of studies obligations and the implementation of the TR measures related to Regulated Product Assessment (MATRIX). EFSA will closely collaborate with DG Health and Food Safety on the implementation of a single-entry point for all dossiers submission by extending to other food sector areas the food system common authorisation procedure (FSCAP) workflow implemented already for novel food.

EFSA is also working on defining a dossier structure, dossiers' document formats, and dossiers' data format for all food sector areas adopting as much as possible existing standards. Some of those formats and standards will be introduced already in March 2021, others will be introduced at a later stage giving time to industry to be prepared for the electronic submission. In this context, EFSA is exploring the use of the OECD's standards and, in the area of Pesticides is-piloting with ECHA the adaptation of the International Uniform Chemical Information Database (Iuclid) building blocks for possible re-use by EFSA.

- DATA DOI PROJECT

Building of the deliverables of the OpenScaie (open scientific advanced information and evidence hub) and Data Doi projects and in line with digital single market principles and suggestions, EFSA's API portal exposing application programming interfaces (APIs) will continue to allow access to EFSA data and evidence using machine-to-machine interfaces. In this context, a dedicated interface will be built to allow automatic transfer of EFSA metadata to the

European Union Open Data Portal augmenting the visibility and accessibility of EFSA scientific evidence.

Building on the deliverables of the Open SCAIE (open scientific advanced information and evidence hub) project, the Knowledge Junction curated open repository will continue to provide a platform to share and reference, via unique digital object identifiers (DOIs), scientific evidence and supporting materials used in food and feed safety RAs. The Knowledge Junction repository runs on the EU-funded Zenodo research sharing platform and has been publicly available since November 2016.

In addition, in line with digital single market principles and suggestions, a portal exposing application programming interfaces (APIs) has been implemented by EFSA to allow access to EFSA data and evidence using machine-to-machine interfaces. In this context, a dedicated interface has been built to allow automatic transfer of EFSA metadata to the European Union Open Data Portal augmenting the visibility and accessibility of EFSA scientific evidence. In 2020, this solutions will be refined and an automatic interfaces toward the European Open Data Portal and the IPCHEM portal will be finalised as well as the publication in the Knowledge Junction of public datasets collected by EFSA and contained in the EFSA Scientific Data Warehouse (those datasets will be assigned a unique DATA DOI for easy reference).

- DATA MANAGEMENT AND DATA ANALYSIS PROJECT

Every year EFSA has to ensure sufficient data storage and fit-for-purpose computational power to support its data collections, to allow proper data management and to ensure fast and reliable data analysis. To address the increase in volume of collected data and the increasing complexity of data-analysis models, modern, cheaper and more scalable solutions are essential to address current and future challenges. In this context, the data management and data analysis (DAMA) project, under the umbrella of the Information Management Programme, will have implemented 'in-the-cloud' solutions for the SDWH, the data collection framework (DCF) and the R4EU model platform. This allows flexibility and scalability as well as the possibility to have the right storage and the right computational power 'as needed' and 'for a defined period of time' (i.e. 'pay-per-use' model). In 2020, EFSA will complete the migration process and will start working on the second phase of the project focused on re-engineering and then sharing some Data Collection, Data Management, Data Analysis solutions in collaboration with other EU Agencies and DIGIT. EFSA will keep on engaging with member states and agencies to pool resources and focus on connectivity and interoperability and co-creation of data and data analysis and model platforms implementing approaches such as Artificial Intelligence.

2.3. Build the EU's scientific assessment capacity and knowledge community

In the area of cooperation and expertise management, EFSA aims to work in partnership with Member States and international partners to strengthen capacity building, to support the EU and the international risk assessment community, to reduce divergences in EU and global risk assessment and align risk assessment methodologies.

Efficiency at the European and international levels

Each year EFSA relies on more than 900 scientific experts for the development of its scientific advice and a network of 1,700 scientific experts. To maintain and regenerate this pool of experts, EFSA took a strategic approach to its workforce requirements, with an emphasis on attracting, developing and rewarding staff and scientific experts. To achieve this EFSA has established an Expertise Management Programme, aiming, among other things, at further enhancing the availability of external experts collaborating with EFSA.

Building and sharing within the RA community at individual level

In parallel EFSA continues to invest in building knowledge and expertise in risk assessment in the EU, via a number of initiatives targeted at early / mid-career scientist. Through a discussion group composed by Advisory Forum members, EFSA will re-activate discussions on how to further develop in the

short/medium term scientific capacity building across EU Member States. Other target capacity building initiatives include Risk Assessment Summer schools in EU and IPA countries and visits from academia (masters, PhD, young researcher visits).

To actively respond to the new provisions introduced by the Transparency Regulation⁽¹⁵⁾ EFSA will as of 2020 strengthen work-sharing, joint projects with Member States and capacity building, including the implementation of a new approach to managing the Article 36⁽¹⁶⁾ network list with greater involvement of Member States. The implementation of boosted Focal Point agreements, relying on greater resources and performing and increased number of tasks, will allow EFSA and Member States to intensify their cooperation and to implement common risk assessment agenda priorities. In the frame of its activities to implement the Transparency regulation measures linked to scientific partnership, EFSA will work on making the art. 36 list of competent organisations fully equipped to respond to work-sharing requests by EFSA. This will imply further development in the area of competencies/expertise mapping within each organisation, while expanding the list by including additional organisations.

Building and sharing capacity within the RA community at organisational level

To avoid duplication of efforts and make full use of resources and synergies among Member States, the EU Risk Assessment Agenda, which provides a tool for the Advisory Forum to agree on common priorities for cooperation, will be updated with new ideas for projects.

EFSA will organise the second Risk Assessment Research Assembly (RARA) event to bring together EU and national research funders, policy/decision makers and leading food safety researchers to exchange research ideas EFSA and Member States representatives will develop a research agenda for input into Horizon Europe.

Satisfaction of Member States, EU and international partners with regard to building and sharing of RA capacity and creating a knowledge community at the organisational and individual levels, in general and via specific tools (e.g. grants)

An increased EFSA budget will be available to support Member States projects via grants alongside other European or international funding schemes. Scientific cooperation tools will be refined in light of the strategic recommendations of the MB in 2018, and to meet the Transparency Regulation requirements of outsourcing preparatory work to Member States. This will

⁽¹⁵⁾ Transparency Regulation (EU) 2019/1381 on the transparency and sustainability of the EU risk assessment in the food chain

⁽¹⁶⁾ List of competent organisations designated by the member states which may assist EFSA with its mission, (art. 36 of Regulation EC 178/2002 and Art. 1 of Regulation EC 2230/2004).

include a review of EFSA scientific networks aimed at increasing their efficiency and effectiveness.

EFSA will focus its efforts on strengthening and streamlining scientific cooperation with Member States (Advisory Forum, Focal Points, Scientific Networks, Art. 36 Competent Organisations), EU Institutions, EU organisations (EU sister agencies, and reference laboratories) and international networks and forums to ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation.

Strengthening cooperation with EU sister agencies —EEA, EMA, ECDC and ECHA — and guiding a more strategic partnership will be at the centre of activities in the years to come, e.g. in the area of data sharing and structure, methodology, expertise and research. Based on successful initiatives in 2019, workshops with individual sister agencies, with specific clusters or all sister agencies together will be organised to discuss intensification of collaboration. Based on imminent or topic-specific needs, EFSA is open to participate to collaborations set-up within flexible agency clusters around a topic or theme. Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be pursued. EFSA will also continue to set up cooperation clusters with EU agencies, reference laboratories and Member States, in close collaboration with the Commission services (e.g. DGs SANTE/RTD/AGRI/ENV and JRC), with the aim of strengthening the identification and take-up of research priorities by funding bodies. EFSA also intends to increase its participation in research programmes to ensure it stays abreast of scientific developments.

At international level, EFSA will continue to prioritise multilateral cooperation and to liaise with international organisations and third country agencies, promoting harmonisation of risk assessment methodologies and tools and collaborating on new development needs. Following EFSA's Executive Director visit to the US and Canada, closer collaborations will be set up with Agencies in both countries. Cooperation agreements with international organisations, such as the WHO, OIE, FAO, IARC and the OECD and risk assessments bodies from third countries, will continue to be the basis for EFSA's operations at global level, in support of the EU international agenda.

Progress in stimulating coherence with EU and international partners is expected through the operations of different liaison groups. EFSA will continue to advise international partners across the world on the establishment of regional risk assessment structures. The overall aim is to promote a coherent voice and to align priorities by enhancing existing cooperation with risk assessment bodies outside the EU and with international organisations. EFSA will support the European Commission in its international obligations, such as at CODEX Alimentarius Commissions and global commitment such as support to the UN sustainable development goals.

EFSA started in June 2019 the new action: "Preparatory measures for the participation of IPA ⁽¹⁷⁾ beneficiaries in the European Food Safety Authority 2019-2021" with a budget of EUR 500,000. DG NEAR ⁽¹⁸⁾ made available additional EUR 250,000 to extend this work up to 31 May 2022. With the additional funds EFSA intends to continue to involve IPA beneficiaries in its work and to provide opportunities to strengthen the capacities for risk assessment and communication through the promotion of networking and joint activities between EFSA, IPA and Member States.

Considering the revised EU policy on cooperation with the neighbouring countries, EFSA would like to continue to support the European Commission in the implementation of instruments and tools for data collection. In 2019, EFSA carried out new initiatives such as the 1st Autumn School, co-organised with the Croatian Food Safety Authority to support capacity building and knowledge-transfer.

In parallel, following the past three-year programme of EFSA visits to National Authorities of all 28 EU MSs, EFSA will extend its visit as of 2020 also to IPA countries.

In the area of pesticides, the Pesticides Steering Network will implement the agreed plan for improving cooperation between the rapporteur, other Member States and EFSA scientists during

⁽¹⁷⁾ Instrument for the Pre-Accession Assistance for EU candidate countries or potential EU candidate countries

⁽¹⁸⁾ Directorate-General for European Neighbourhood Policy and Enlargement Negotiations (DG NEAR)

the RA phase. This will lead to further efficiency gains, increase transparency and ensure the timely identification of key scientific issues to establish common ground during the EFSA peer-review process.

EFSA supports networking between pre-accession countries and EU Member States, along with regional cooperation initiatives aiming to increase preparedness on common food safety issues, such as transboundary animal diseases. The pre-accession project activities in the next period will focus on facilitating data collection and reporting to EFSA, specifically in the area of zoonoses, antimicrobial resistance and food-borne outbreaks, in close cooperation with ECDC. EFSA applied for a new pre-accession project in 2017 to allow networking and training activities with pre-accession countries to continue.

Strengthened capacity using innovative ways

Based on ongoing explorations on the feasibility of engaging communities in food and feed risk assessment through collaborative crowdsourcing and citizen science crowdsourcing will be incorporated as a tool to inform risk assessments and contribute to innovation.

Key development projects

EXPERTISE MANAGEMENT PROGRAMME

Within the Expertise Management Programme, EFSA is sustaining its efforts to develop a comprehensive competency-based approach to talent attraction, and talent development for staff and experts, and ultimately to benefit from the best expertise available. This focus on competences led to the development of an exhaustive competency library for staff and experts, and streamlined job profiles, and is being currently gradually encompassed into all HR processes from attraction, selection, onboarding, learning and development, strategic workforce planning. An "EFSA academy" will be conceptualized to shape a virtual hub for knowledge acquisition and exchange on risk assessment and risk-communication at European level.

The Expertise Management Programme is currently supporting the analysis of the IT landscape, to support with adequate tools an effective management of available expertise. Among these, the programme aims at fully aligning EFSA's competency-based approach with EU methodologies, systems and tools, such as the European classification of skills, competences, occupations and qualifications (based on European Qualification Framework principles) and Sysper, the EU HR management system. The programme also aims at reinforcing the image of EFSA as an attractive workplace. The Panel Renewal Steering Committee, handling EFSA's Panel Experts, aims to address this further through increased reimbursement and acknowledgment of preparatory work done for EFSA. This is supported through a dedicated measure outlined in the above-mentioned Transparency Regulation. EFSA is helping to increase the RA capacity by creating talent pools and communities of knowledge, and by piloting and implementing expert knowledge elicitation, crowdsourcing and cognitive computing solutions in specific areas of its work. Scientific cooperation among Member States and capacity building will be further boosted through tasking grant schemes and exchange of expertise.

- COGNITIVE ANALYTICS

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media), extracting information that could take researchers (humans) decades to discover, retrieve and digest. As a first step in exploring its potential role in risk assessment, EFSA has piloted machine learning and its role in enhancing, scaling and accelerating human expertise. Building further on experience obtained by the machine learning feasibility studies, EFSA is further implementing artificial-intelligence approaches in close collaboration and possible joint funding with sister agencies and the Commission.

- ARTIFICIAL INTELLIGENCE CLUSTER

Artificial Intelligence (AI) represents one of the most strategic technologies of the twenty-first century. In fact, AI is transforming industry and society, allowing important changes at global

level and posing new opportunities and challenges to be addressed. Under this cluster initiatives at EFSA level and in close collaboration with relevant DGs', ENVI agencies and Member States are clustered in order to assure alignment, pooling of resources and implementation based on a common roadmap.

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2.4. Prepare for future risk assessment challenges

The section of EFSA's portfolio regarding preparedness and methodological development focuses on the anticipation of RA priorities and related methodologies, as well as evidence needs to ensure EFSA is prepared for present and new challenges in a dynamic food safety system. Exploration of innovative methods ensures that EFSA's scientific assessments remain relevant and helps harmonise methodologies across Europe and internationally to improve food safety, promote trust and reduce divergence.

Satisfaction of stakeholders with regards to EFSA's preparedness, methodologies and response

EFSA will strengthen its involvement with Member States, the Commission, EU agencies and international partners in harmonising cross-cutting and sectoral guidance and methodologies that underpin its RAs, and in identifying emerging risks and crisis preparedness.

Effectiveness of preparedness and response

In the coming years EFSA plans to develop methodologies and further strengthen horizontal processes and tools to identify emerging risks and crisis preparedness. Regarding the latter, EFSA will continue to implement its 4-year crisis-training programme, in collaboration with Member States and other EU agencies, with the

objective of developing urgent response capacity in both RA and risk communication, focusing on different areas of EFSA's remit. The further development of methodologies enabling back and forward traceability of foods following a food-borne outbreak will also be a point of focus, while continued support will be provided to the Rapid Alert System for Food and Feed.

Concerning the anticipation of future risks and challenges, work is continuing with the exploration of methods and approaches for identifying emerging risks, including the concept of drivers of emerging risks, taking climate change as a first example. Work is continuing on the Ciguatera toxin in collaboration with Member States.

Fostered use of new approaches and enhanced ability to anticipate and respond to risks

Methodological developments for horizon scanning and risk ranking, along with surveillance methods, will support EU preparedness for plant health crises. The work on horizon scanning has built on the existing cooperation with the JRC in the area of automated media monitoring regarding new or emerging plant pests and in 2019 it has been extended to literature monitoring. In the area of surveillance, the tools developed by EFSA for animal health and food safety will be improved and validated to be used also for plant health and tested in cooperation with the Commission and Member States. The focus in the area of plant health will be on newly identified risks and outbreak preparedness, for example in the case of *Xylella fastidiosa*, and on assessing the risk of plant pest introduction into the EU with plant commodities, such as in the case of *Phyllosticta citricarpa* and other quarantine plant pests. With the new mandate on the RA of 'high-risk plants, plant products and other objects', EFSA will be asked by the Commission to provide a substantial number of commodity RAs.

Continuing the preparedness work in the area of animal health and welfare, EFSA will focus on risk profiling regarding the introduction and spread of vector-borne diseases. Highlights in the area of international collaboration will include harmonised data collection on the geographical distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean basin, and the planned harmonised disease surveillance of wildlife populations. EFSA will strive to automate data collection on animal disease outbreaks and surveillance, making it less labour-intensive for both Member States and EFSA. Functions will be created to validate submitted data, and predefined tables and maps will be generated that could be used by Member States for their own purposes (e.g. presentations at meetings of the Standing Committee on Plants, Animals, Food and Feed). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, lumpy skin disease and avian influenza).

Work relating to biological hazards will focus on antimicrobial resistance (AMR), for example the role of the environment in AMR and the microbiological risks linked to the use of water in food

processing. EFSA will continue to coordinate the outsourcing procedure in the area of next-generation sequencing in norovirus.

Harmonisation of RA methodologies and accessibility of EFSA methods and tools

Cross-cutting guidance-development work will continue in the Scientific Committee with the gradual implementation of the guidance on harmonised methodologies for the characterisation of uncertainties. The Scientific Committee continue to develop guidance for addressing the RA of chemical mixtures, with associated work specifically on the RA of mixtures of mycotoxins. Guidance on the human RA of substances present in nano form will

be tested and developed for the environmental risk assessment (ERA). Further follow-up activities analysing the data available on the issue of non-monotonic dose response will be completed. Work on guidance specifically on the use of epidemiological data in scientific assessments and more generally on evidence appraisal will continue.

The ongoing sharing of information on international practices in all these areas will continue, and dedicated activities will be organised to disseminate knowledge on methodologies. During this period, increased emphasis will be placed on the implementation of existing guidance through the production of supporting documentation to facilitate the work of the panels and associated training. The integration of New Approach Methodologies (NAMs) in EFSA risk assessments will cover three complementary goals, reduction of animal testing, filling hazard information gaps for data poor-chemicals, and last but not least, moving towards more informative risk assessments, through the integration of existing (human/animal) data and NAMs for a better mechanistic understanding of the biological interactions that leads the hazards and risk of chemicals, both in isolation and in chemical mixtures. The collaborative inter-unit efforts will continue with key projects such as the use of Adverse Outcome Pathways as tools for mechanistic understanding in risk assessment, toxicokinetic models for the extrapolation of *in silico* and *in vitro* information to the *in vivo* situation, or grouping chemicals for addressing the effects of chemical mixtures. In addition, EFSA will further explore the evolution of the risk assessment paradigm for the identification of drivers for addressing human and environmental variability, linked to the identification of susceptible subpopulations requiring specific considerations during the risk assessment process.

EFSA's scientific panels and units will continue to develop and update guidance for applicants in the area of regulated products. This work will help provide the basis for harmonised, reproducible RAs and make the pre-authorisation process more efficient and predictable.

Risk assessments of GMOs will involve the evaluation of increasingly complex GMOs, such as multiple-stack events with a large number of events combined, or more complex genetic modifications incorporating a larger number of genes. EFSA has also been requested to review the fitness of its RA guidelines for GMOs considering new developments such as genome editing, gene drive and synthetic biology applications. Due to the complexity and breadth of the mandate on synthetic biology, several work packages with different deliverables and timelines were agreed. While the first 2 deliverables are expected to be finalised in 2020, the timeline for the remaining deliverables still needs to be agreed.

The main focus of methodological development in the area of pesticides will be on cumulative Ras, in particular the establishment of cumulative assessment groups (CAGs) for pesticides on the basis of a plausible common toxicological effect, the use of epidemiological data, the assessment of uniquely human diseases — requiring a different approach from traditional animal models — and the improvement of the RA for consumers through further development of EFSA's pesticides residues intake model (PRIMO). As indicated in Section 2.1, EFSA expects to continue its work on the guidance for assessing endocrine disruptive potential⁽¹⁹⁾. The purpose is to analyse the lessons learnt and progress towards an expert analysis of higher tier risk assessment and study designs, and incorporate the learning in the assessment work. Similar approach will be used for the upcoming pre-submission services. In the area of pesticides and human health, activities are progressing in the definition of testing strategies to support the

⁽¹⁹⁾ Regulation (EC) No 1107/2009 of the European Parliament and of the Council of 21 October 2009 concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC.

assessment of developmental neurotoxicity effects, as well as general assessment methods taking into account animal welfare (e.g. QSAR, AOP).

Regarding ERA, new developments are expected in the areas of environmental fate and ecotoxicology, covering all non-target groups, birds and mammals, amphibians and reptiles, along with aquatic organisms. The focus will be on modelling tools, bees, non-target arthropods, soil organisms and non-target plants. The work on the revision of the Guidance Document on the risk assessment for bees will continue with the support of the established stakeholder discussion group, an initiative that came out of a joint workshop organised with the European Parliament.

EFSA – ECHA common activities on Pesticides

Following the development and applicability of the new scientific criteria for the determination of ED properties introduced by Regulations (EU) 2017/2100 and 2018/605, applicable for biocides and pesticides, and the subsequent preparation of the Joint ECHA/EFSA Guidance, EFSA plans to establish close collaboration with ECHA in the assessment of the ED potential of common substances to guarantee harmonisation and consistency between the two Agencies.

As also identified in the Workshop held in October 2019, there will be the need to increase the mutual understanding of the substances being assessed in both Agencies, to share and exchange data in view of consistency in the hazard identification for endocrine disrupting properties following the new scientific criteria, and to harmonize trainings for ECHA/EFSA staff as well as for Member State Competent authorities. EFSA also plans to further engage in the work of the ECHA Expert Group on ED to ensure harmonization of the assessments and sharing information. In addition, in view to strengthen alignment and applying a common approach, it is also foreseen to consider the need for revision of the ECHA/EFSA GD as further experience will be gained over time in this area.

Key development projects

EFSA'S DEVELOPMENTAL ACTIVITIES UNDER RISK ASSESSMENT METHODOLOGIES PROGRAMME

In order to stimulate research and innovation in the area of the EFSA's mission to support risk assessment activities and policy-making, Rampro drives the coordinated identification, prioritisation and management of projects in four main areas: harmonisation of RA methodologies and use of evidence; chemical RA for human and animal health; environmental risk assessment focusing on chemicals and biological risk assessment.

Projects and activities coordinated by Rampro will address the European Commission's priorities in the sector of food and feed safety, crisis preparedness, plant health and animal health. EFSA will continue to focus on the provision of scientific advice in the areas of risk assessment and evaluation of contaminants and regulated products. One of the key projects for the evaluation of pesticides is the implementation of cumulative risk assessment of pesticide residues in food for dietary risk assessments, based on the monitoring results of the EU member states. First EFSA outputs on the cumulative risk assessment of pesticides for thyroid and nervous system are planned for spring 2020.

In order to increase the EU preparedness for risk assessment challenges, a special emphasis on biological hazards, plant health including high-risk plants and animal health is planned for 2020-2023.

Many projects addressing data collection for risk assessment are managed by the programme including projects on next generation sequencing and whole genome sequencing. Methodological developments for horizon scanning and risk ranking for plant pests will also be part of the EFSA programme for 2020-2023.

EFSA will also continue in 2020-2023 to develop or revise its guidance documents such as, for example, the risk assessment of pesticides for non-target organisms including bees, innovative toxicological methods such as read-across approaches and the revision of the guidance on benchmark dose. EFSA will follow the implementation of its guidance document on

nanotechnologies in food and feed in different sectors and will develop the one on nanotechnologies and the environment.

Rampro plays a major role in developing and prioritising EFSA developmental activities in order to implement the EFSA's strategy. It stimulates scientific cooperation across EFSA, as well as between EFSA and centres of excellence in and outside the EU. It also facilitates the implementation of EFSA's scientific solutions and methods. A list of the projects coordinated under the programme is included in Appendix D.

DRAFT

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

2020 will be a year of transition for EFSA, marked by the preparations for the entry into force of the new Transparency Regulation and the definition of the new EFSA strategy 2027, both to be implemented as of 2021 onwards. The nature of the Transparency Regulation, which focuses on transparency, co-design with Member States and partnership with EU institutions and Member States on risk communication, will be an enhancement of the current EFSA strategic objectives and a bridge towards the new ones, while enabling the implementation of the Board's recommendations following the 3rd external evaluation.

Staying relevant in an evolving strategic context

In this context, and considering forthcoming political events, such as the finalisation of the next Multiannual Financial Framework (2021-2027), EFSA will continue its close interactions with EU institutional partners. This will ensure it sustains their evolving strategies, policies and priorities, including discharge recommendations by the Council and the European Parliament.

EFSA supports the Green Deal initiative proposed by the new European Commission and will look for ways to contribute to its implementation, and therefore to the attainment of the Sustainable Development Goals, under its new strategy 2027. The European Green Deal has multiple objectives, including making Europe the first climate-neutral continent, and putting forward a "Farm to Fork Strategy" on sustainable food along the whole value chain. EFSA will work in close cooperation with other EU Agencies to mutualise on each other's competences and resources in shaping and delivering on these overarching goals.

Sound operational performance and compliance

To meet its ambitious objectives amidst increased expectations and considerable level of uncertainty and ambiguity, EFSA will focus on strengthening overall accountability and efficiency. It aims to comply with the highest standards of performance and integrity by fostering an accountability framework in line with the new internal control framework. To achieve this, it will continue to strengthen its governance, and enforce results-based management, integrated assurance and continuous improvement.

Optimising and leaning current ways of working (core, enabling and governance) in an evolving regulatory risk assessment context, as depicted in EFSA's Environment Scan report, will be essential to realising EFSA's strategy 2027 ambitions, i.e. towards sustainable scientific excellence and greater connectivity, agility and value production. These efforts will be underpinned by increasing collaboration, innovation and digitalisation, and by optimising human, technical and financial resources.

Efficiency and enabling working environment

EFSA will contribute to the European Commission's digital strategy, by participating in the Health Policy Agencies and European Commission Collaboration (HPAC) initiative led by SANTE, pursuing efficiency via synergies and collaborations in the delivery of common digital solutions.

Key development projects within the overarching programme structure

ARCHITECTURE PROGRAMME

EFSA has launched a new complementary programme (ART) to manage a portfolio of development projects aimed at being ready for the Transparency Regulation, improving the design and overall architecture of its processes and related organisation aspects. The ART programme will ensure the readiness of EFSA for the upcoming changes in its remit. It will:

- Implement the requirements of Transparency Regulation coming into force Spring 2021.
- Consolidate and orchestrate organisational development initiatives to increase EFSA's capability, improve and lean its processes, while ensuring integration of scientific developments.
- Redesign EFSA organigramme ensuring effective fitting with the optimised processes.
- Adapt EFSA's processes to address new risk assessment challenges.

- Work in closer collaboration with partner institutions.
- Complete the gaps in EFSA strategy 2020 and enable EFSA strategy 2027.
- The ART programme comprises five projects which are composed of Work Packages fit for the projects' purposes.
- Within this strategic objective, the main projects within ART programme are:
 1. End-to-end Support Services
 2. Governance
 3. Organizational Design
- END-TO-END SUPPORT SERVICES

End-to-End Support Services Project aims at enhancing the efficiency and effectiveness of the so-called "enabling" processes, supporting the identification and setting up of measures needed for on time and legally compliant implementation of the Transparency Regulation. The project also aims at harmonising/leaning administrative support tasks.

- GOVERNANCE

The Governance project is establishing all procedures and providing the legal advice to implementing the Transparency Regulation, such as the confidentiality decision-making process, ensuring that the new MB is in place and making practical arrangements in relation to the implementation of Regulation (EC) No 1049/2001 regarding public access to documents (hereinafter "the PAD Regulation") and Articles 6 and 7 of Regulation (EC) No 1367/2006 (hereinafter the "Aarhus Regulation") and harmonisation throughout EFSA of the interpretation and implementation of the Transparency Regulation.

- ORGANISATIONAL DESIGN

The Organisational Design project has the mandate to ensure that the organisational structure and competencies required for a smooth implementation of the Transparency Regulation are timely in place.

EXPERTISE MANAGEMENT PROGRAMME

With the view of enhancing and optimising EFSA processes, and complementing the deliverables described under SO3 (competencies, expertise and knowledge) the EMP will focus under this SO on two main outcomes: i) complete the work on delivering a declarations of interest solution for panel members and working group experts, as well as expanding the approach to EFSA staff and ii) prepare a business case to improve the organisation of scientific meetings in EFSA in an effort to increase efficiency.

INFORMATION MANAGEMENT PROGRAMME

Through its Information Management Programme (described in Section 2.2), EFSA will continue its efforts to set up organisation-wide information governance and to define efficient record and correspondence management in line with EU standards and by adopting in 2020 the EU solutions HERMES and ARES.

- BUSINESS INTELLIGENCE AND KNOWLEDGE EXPLOITATION PROJECT

The IMP is implementing business intelligence and knowledge exploitation (BIKE) solutions to support the monitoring of EFSA performance in support of the decision-making processes. This process has started in 2019 with the BIKE project where the processes for corporate annual monitoring and reporting processes as well as the process for annual planning have been digitalised and where automated and semi-automated reporting mechanisms have been implemented. The BIKE project in its second phase will provide additional decision-making tools ensuring insight into and will extract knowledge from information stored in the different IT systems that support the corporate organisational processes: planning and monitoring, finance,

HR, etc. The timing of the implementation of this second phase has still to be defined pending the highest priorities related to TR measures implementation and the new strategic objectives definition.

- CUSTOMER INFORMATION CENTRE

As part of the Information Management Programme, EFSA will develop a fit-for-purpose Customer Information Centre which will assist the management of contacts across the organisation. The project will build on the experience gained with the Article 36 and Matrix pilot projects, and will harmonise and support the management and analysis of EFSA's stakeholder relations with the European Institutions and Member States; Article 36 organisations⁽²⁰⁾; international partners; EFSA experts; and other stakeholders, such as applicants, data providers and those participating in EFSA's events.

- DIGITAL COLLABORATION

The digital collaboration project will improve the exchange of knowledge and expertise within EFSA's networks of staff, institutional partners, experts and stakeholders. This will be achieved across physical and organisational boundaries by maximising the adoption of social web tools and collaboration practices. The project also aims to streamline the circulation of information and increase the visibility and transparency of ongoing activities and decisions by means of virtual communities supporting networks, working groups, scientific panels, project teams and knowledge communities.

⁽²⁰⁾ List of competent organisations designated by the Member States which may assist EFSA with its mission, (Art. 36 of Regulation EC 178/2002 and Art. 1 of Regulation EC 2230/2004).

3. Financial and human resource outlook for 2020-2023

3.1. Preamble

The EU's Multiannual Financial Framework (MFF) for 2014-2020 translates the EU's political priorities into financial reality. For EFSA — considered a 'cruising speed' agency — this entailed a total reduction from 2012 to 2018 of 10 % of establishment plan posts, i.e. from 355 in 2012 to 319 in 2018. Under this MFF no increase in posts was envisaged. Moreover, the share of staff costs has risen steadily from 49 % in 2012 to 56 % in 2019 (Figure 1, Table 1), as rises in salaries and occupancy rate were not offset by reductions in the establishment plan.

In year 2020, EFSA's budget reflects the allocation of additional resources in connection with the TR⁽²¹⁾. In particular EUR 25.6 million additional budget (including EFTA contribution) is allocated to EFSA on top of the MFF 2014-2020 provision of EUR 82.4 million. The part of the additional funds to cover the increased staff costs for the new 42 posts allocated to EFSA for the same year and the related infrastructure costs sums up to EUR 6.6 million (26% of the additional budget envelope), while the biggest part (74%) of this envelope is to cover for the implementation and run of the TR measures under operational expenditure.

The new draft MFF 2021-2027 envisages a progressive increase in years 2021 and 2022 of the EFSA's budget envelope in connection with the TR (EUR 44.8 million and EUR 64.0 million respectively including the estimated EFTA contribution). Also in these years the biggest part of the budget increase is allocated to operational expenditures for the implementation and run of the TR measures (70% to 75% of the additional funds in the 2021-2023 period). The staff expenditure increase is essentially in connection with the increase of the number of EFSA staff and related yearly increases while the infrastructure cost in years 2020 to 2022 incorporates the cost for the improvements of the building, including all related technological infrastructures (around EUR 3.5 million per year with a peak in 2021), and the increased IT costs for licences and software maintenance particularly in connection with the new software solutions that are being implemented for running TR measures.

As a consequence, the allocation of budget by title is expected to re-balance in favour of a healthier ratio operations vs staff and infrastructure of 50/50 (from 30/70).

Table 1: Evolution of financial expenditure by title (million EUR) according to the statement of estimates of the Commission for 2020 and to the draft MFF 2021-27 for years 2021-2023.

Expenditure categories	2016	2017	2018	2019	2020	2021	2022	2023
Staff expenditure (T1)	40.5	42.0	42.6	44.4	48.6	53.6	56.0	58.0
Share of T1 over total budget	51.0%	53.0%	53.8%	55.6%	45.0%	41.6%	37.4%	38.3%
Infrastructure expenditure (T2)	9.7	8.7	10.6	10.2	13.4	16.6	15.6	15.7
Share of T2 over total budget	12.2%	11.0%	13.4%	12.7%	12.4%	12.9%	10.4%	10.4%
Total staff and infrastructure expenditure	50.2	50.7	53.2	54.6	62.0	70.3	71.6	73.7
Operational expenditure (T3)	29.3	28.5	26.0	25.4	46.0	58.6	78.1	77.7
Share of T3 over total budget	36.8%	36.0%	32.8%	31.7%	42.6%	45.5%	52.2%	51.3%
Total budget including Transparency Regulation	79.5	79.2	79.2	80.0	108.0	128.8	149.7	151.5

⁽²¹⁾ Transparency Regulation

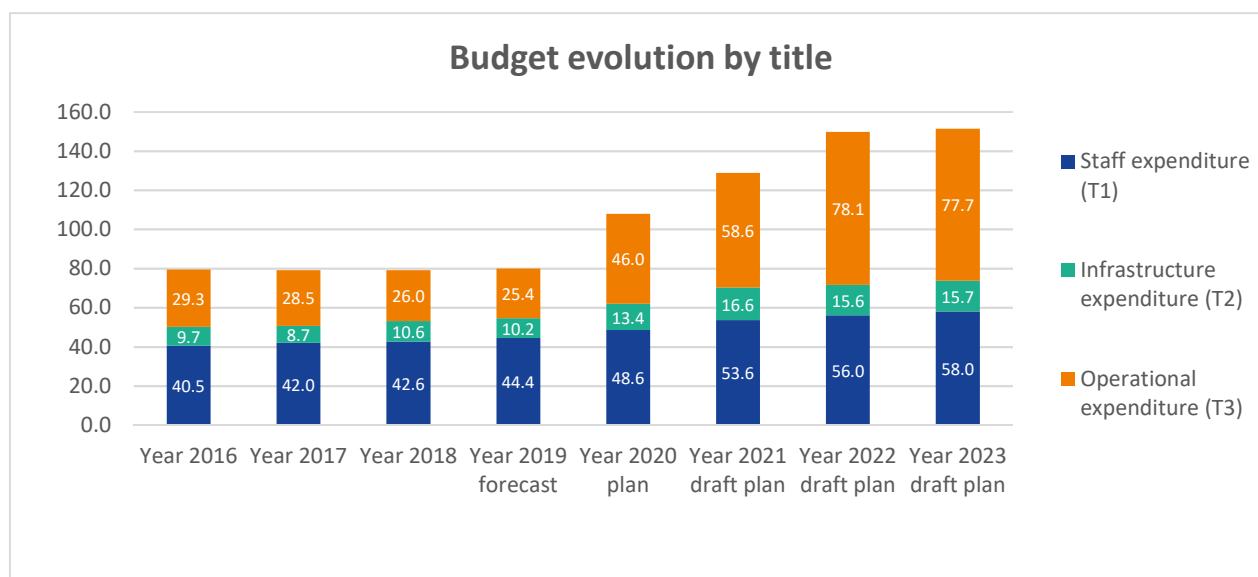


Figure 1: Evolution of the budget by title according to the statement of estimates of the Commission for 2019 and 2020, and to the draft MFF 2021-2027 for years 2021-2023, now including the additional funds for the implementation of the TR.

In the current and past years the restricted resource availability has challenged EFSA's ability to deliver on its tasks and SOs and its performance expectations, particularly when faced with (i) increased workload, (ii) more complex work and (iii) a need for greater transparency and engagement with society.

In view of the above, EFSA requested an increase of EUR 2.5 million and 25 FTEs for 2019 and the following years. EFSA acknowledges that its strategic needs — and the connected resource needs — have been considered by the budgetary authorities. In fact, EFSA's request was partially accommodated by the budgetary Authority for 2019 with an increase of EUR 0.22 million and six (6) contract agent (CA) posts to accommodate the increased workload in the area of **novel food applications** and **plant health high-risk commodities applications**.

3.2. Overview of current situation: demand versus supply

The resource allocation for the 2019-2020 period reflects the following main drivers regarding the balance between capacity and demand.

Changes in demand ⁽²²⁾

1. Meet increased workload linked to certain core activities while safeguarding and further improving performance, for example the timeliness of delivery of advice.

Regarding requests for scientific activities and the underlying workload, these have been relatively stable in most areas, with the exception of the following:

- Some large batches of work, even if predictable, have added significant peaks of work in particular areas, such as in the area of pesticides, food additives re-evaluation and food enzymes ⁽²³⁾— leading in some cases to backlogs or to deadline renegotiations and change approaches, such as in the area of plant health (categorisation of plant pests). The latter started in 2014 and continues in the 2017-2020 period with a considerably higher number of assessments.

⁽²²⁾ While demand and available effort are calculated/expressed in FTEs, these should not be considered in the narrow sense of staff posts but instead in budgetary terms, potentially sourced via different tools, for example procurements/grants.

⁽²³⁾ To address these, in 2015 EFSA requested additional resources and was provided with 10 short-term CAs, which became fully available only at the end of 2016, highlighting the importance of preparedness in enabling a timely response.

- The relative increase in the share of regulated product questions in relation to general RA (currently at a ratio of 80:20 of total questions closed and 90:10 of external questions closed).
- Several new tasks arrived in 2017 and are expected to continue until 2020 in the areas of regulated products, plant health and data collection, which are generating an additional workload, without the concomitant similar decrease in other areas, the following in particular:
 - Plant health. A particular focus will continue to be on the categorisation of pests and the prevention of the introduction and outbreak of new plant pests. Intensified work relating to horizon scanning and surveillance support for Member States will also remain. The work on high-risk plant commodities is expected to be intensive over the coming years. After having delivered a guidance document in March 2019, EFSA has been tasked with preparing RAs of 'high-risk plants, plant products and other objects' in subsequent years. This task is expected to be ongoing, with a regular flow of dossiers from non-EU countries or Member States required for the RA.
 - Pesticides. New criteria to be applied to the requests regarding the approval of active substances and the assessment of endocrine active substances under Regulation (EC) No 1107/2009. The new criteria have an impact in terms of increased FTEs effort for the already existing routine regulatory assessment.
 - Novel foods. Additional tasks introduced by the new Regulation — i.e. a centralised assessment by EFSA as from 1 January 2018 and a fast-track procedure for traditional foods from non-EU countries — impose strict deadlines on EFSA.
 - GMOs. EFSA took over the sequencing quality check from the JRC for new applications from autumn 2018 onwards, with a clear effect in the 2019-2021 period.

In all these areas TR sustainability measures will synergise with the absorption of the workload by providing EFSA the financial means for higher support from Member States both in terms of FTEs capacity and in terms of appropriate development of better tools and instruments

2. Face increased complexity of scientific work

Producing scientific advice is becoming more complex, i.e. in terms of the questions received, the data and information to be processed, the methodological rigour to be applied and the multidisciplinary and/or novelty of the issues to be addressed. Expectations regarding the sophistication and quality of EFSA's RAs are expected to continue to rise, such as the need to reduce uncertainty and apply 'best-practice' guidance and methodologies ⁽²⁴⁾.

⁽²⁴⁾ A concrete example of the increased complexity of RAs concerns GMOs, particularly the requirements deriving from Commission Implementing Regulation (EU) No 503/2013, which include the need to evaluate all hypothetically possible sub-combinations of multiple-stack events, the need to evaluate whole genome sequencing raw data and the requirement for applicants to submit any data in their possession, which leads to increased spontaneous dossier updates.

An additional example can be found in the area of pesticides and the renewal of the approval of active substances (Annex I renewal — AIR III and AIR IV). According to Commission Regulation (EU) No 283/2013 the data requirements for pesticides have been updated, and as a consequence all the weights of evidence in the renewals have to be updated, increasing the complexity of the renewal assessments.

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

3. Confront increased need to improve transparency and stakeholder engagement

- EFSA has been investing significant efforts in increased transparency and stakeholder engagement, aiming to increase trust in its scientific assessments and maximise access to available evidence and expertise. This includes both 'reactive' activities, for example the increase in the number of requests for public access to documents, and 'proactive' activities, such as the increase in the number of consultations throughout the RA process. In this area of improvement activities aiming to implement strategic objectives synergise a lot with TR measures thus allowing for resource savings compared with previous years planning.
- The table 2 below shows the impact expressed as human resource demands ⁽²⁵⁾ from these sources, to be monitored and updated regularly.

Table 2: Drivers of human resource demand increase (FTEs) ⁽²⁶⁾; numbers in each column represent the cumulative increase up to that year.

Source		2016	2017	2018	2019	2020	2021	2022	2023
Increased complexity ⁽²⁷⁾		- 8.0	- 12.0	- 16.0	- 20.0	- 24.0	- 28.0	- 32	- 36
Increased workload ⁽²⁸⁾	Novel foods	- 6.0	10.0 ⁽²⁹⁾	- 10.0	- 10.0	- 10.0	- 10.0	- 10.0	- 10.0
	Pesticides (criteria for endocrine disruptors)	- 3.0	- 3.0	- 3.0	- 3.0	- 3.0	- 3.0	- 3.0	- 3.0
	AIR III and AIR IV (additional tasks)	- 7.0	- 7.0	- 7.0	- 5.0	- 5.0	- 5.0	- 5.0	- 5.0
	Co- formulators in plant protection products				- 1.0	- 2.0	- 2.0	- 2.0	- 2.0
	Pest categorisation, pest horizon scanning system, and plant pest surveillance system and commodities dossiers	- 5.0	- 6.0	- 11.0	- 11.0	- 9.0	- 9.0	- 9.0	- 9.0
	EU Agencies Network (coordination)	-1.0	- 6.4	- 0.6	- 1.0 ³⁰⁾	- 1.0	- 1.0	- 1.0	- 1.0
Increased workload total		- 1.0	- 21.4	- 22.6	- 32.0	- 31.0	- 30.0	- 30.0	- 30.0
Increased transparency and engagement		- 8.0	- 13.0	- 18.0	- 23.0	- 23.0	- 23.0	- 23.0	- 23.0
TR measures						- 42.0	- 74.0	- 106.0	- 106.0
Total demand to be covered		- 17.0	- 46.4	- 56.6	- 75.0	-120.0	-155.0	-191.0	-195.0

Resource availability

A reduction in the establishment plan in 2018 as per the MFF resulted in a reduction in EFSA's temporary-agent workforce by 36 posts compared to 2013. To counteract the above, EFSA targeted occupancy-rate improvements (from 93.8 % in 2014 to 97.6 % expected in 2019),

⁽²⁵⁾ While demand and available effort are calculated/expressed in FTEs these should not be considered in the narrow sense of staff posts but instead in budgetary terms, potentially sourced via different tools, e.g. procurements/grants.

⁽²⁶⁾ The table includes the key areas in which mature estimates on workload and timelines have already been made. This is a 'living' table, to be updated as more information is received.

⁽²⁷⁾ Calculated as 2 % of resources per year, as a minimum estimate.

⁽²⁸⁾ Data are based on the expected reception dates and volumes and will need to be regularly updated. It should be noted that the table includes only those areas for which the impact of the increased demand in terms of resource needs has been estimated, therefore it is not complete.

⁽²⁹⁾ The estimate calls for the receipt of requests over 2018 and 2019, generating 25 FTEs each year, but which have been spread out over 5 years as a more realistic plan for absorption (10 FTEs per year).

⁽³⁰⁾ As of 2019 the - 1 FTE refers to the effort of the head of the shared services office of the EU Agencies Network, which will be hosted in EFSA but whose costs will be mutualised by all EU agencies, thereby having minimal impact (no budget is requested for this post).

obtained by improving the recruitment process and by optimising the use of interim resources for covering long-term absences.

EFSA has implemented actions aiming at efficiency gains by generating an extra 10-15 % capacity in 5 years, and additional initiatives are being developed. EFSA follows multiple routes in targeting efficiency gains:

- first through the deployment of projects on process re-engineering (examples including the STEP 2018 project, which centralised procurement, contract management and business control functions, the Matrix project, which automates the submission and processing of regulated product dossiers and the Travel Management Project which has centralised, optimised and then outsourced the services to support experts meeting organisation and execution);
- second through strengthened capability across the organisation in the management of processes, focusing on customer satisfaction in key performance areas and on continuous improvement via incremental streamlining initiatives;
- third by digitalising working practices and creating more effective knowledge sharing aimed at increasing productivity throughout the organisation (e.g. the NWOW and digital collaboration projects); and
- fourth through fostering synergies and avoiding duplication with Member States and other EU bodies (e.g. molecular typing, Information Platform for Chemical Monitoring (Ipchem), EU risk assessment agenda (EU RAA), interagency framework contract on cloud services).

Table 3: Total generated capacity by 2021; numbers in each column represent the cumulative increase/decrease up to that year.

Source	2016	2017	2018	2019	2020	2021	2022	2023
Efficiency gains total	20.8	23.5	35.6	41.9	49.7	66.2	80.2	80.2
Increased occupancy-rate impact	8.0	17.0	20.0	16.0	16.0	16.0	16.0	16.0
Post reductions	- 25.0	- 32.0	- 36.0	- 36.0	- 36.0	- 36.0	- 36.0	- 36.0
Additional CA posts authorised by the Commission for novel foods and high-risk commodities				6.0	6.0	6.0	6.0	6.0
Additional temporary agent (TA) post for the EU Agencies Network (coordination)				1.0	1.0	1.0	1.0	1.0
Additional resources for implementing and running TR measures					42.0	74.0	106.0	106.0
Synergies TR measures and strategy 2020 implementation					18.0 ³¹	18.0	18.0	22.0
Total generated capacity	3.8	8.5	19.6	28.9	96.7	145.2	191.2	195.2

The capacity generated via efficiency initiatives is further detailed in Appendix D, Table 31a.

Demand versus availability balance

As shown in Table 4 below, the increases in demand for human resources and the actual and expected availability were not balanced in the past years as well as in year 2020, for which the estimated shortfall is around 23 FTEs⁽³²⁾, or EUR 2.3 million in budgetary terms (applying the proxy of EUR 100 000 per FTE).

Starting from year 2021 demand is expected to be balanced with expected capacity thanks to the synergies and the efficiencies that will derive from the implementation of the TR measures in the strategic area of transparency and engagement. The net balancing of demand and capacity under the new strategic cycle will have to be monitored and updated regularly as it

⁽³¹⁾ Estimated at 80% of the effort planned for implementing the planned transparency and engagement measures foreseen in the strategy 2020 implementation plan

⁽³²⁾ Variations in occupancy rate will have an overall net neutral effect with regard to the overall resource gap (operations budget availability versus resource availability will be reciprocally affected).

could be subject to further increases in demand or to the assignment of new task in specific areas of work currently not foreseen.

It is worth to underline that the capacity-demand balance currently forecasted for the new strategic cycle does not mean the automatic or quick clearance of backlogs and bulk evaluations as their absorption is currently planned in line with the current timings agreed with the European Commission. A quickest absorption plan is currently being evaluated synergising with the additional funds provided by the TR measures but it is not yet reflected in the plans.

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

	2016	2017	2018	2019	2020	2021	2022	2023
Total capacity increases (FTEs) ⁽³³⁾	3.8	8.5	19.6	28.9	96.7	145.2	191.2	195.2
Total demand increases (FTEs)	- 17.0	- 46.4	- 56.6	- 75.0	-120.0	-155.0	-191.0	-195.0
Balance	- 13.2	- 37.9	- 37.0	- 46.1	- 23.4	- 9.8	0.2	0.2

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

EFSA is aware that the level of ambition for the new strategic cycle 2021-2027 will also depend on significant process streamlining and efficiency gains. EFSA aims at continuously generating extra-capacity through efficiency gains particularly via the ART programme and the exploitation of synergies between the implementation of the new strategic plan and the implementation of the TR measures.

Even if an overall resource balance will not be totally feasible in year 2020, EFSA accepts the risk associated to the resource gap identified for that year. As in previous years EFSA will prioritise grants aimed at accessing support from Article 36 organisations⁽³⁴⁾ for the execution of EFSA's tasks, counterbalancing the reduction of the grant and procurement budget available for scientific development with potential synergies with the budget allocated to the TF measures implementation.

In this context EFSA will continue prioritising its core activities, i.e. responding to requests from its customers, while safeguarding the minimum investment necessary for continuous improvement and development initiatives to ensure, in line with EFSA strategy, that it remains relevant and prepared in the medium to long term.

3.3. Resource programming for 2020-2023

In view of the above, the allocation of resources (share over total) to EFSA's SOs and underlying activities (processes and projects), including the TR budget envelope, is summarised below. This evolution is forecasted under the assumption that the EFSA's funding for the period 2021-2027 is in line with the current draft MFF and is pending the impact of the detailed strategy 2021-2027 definition and implementation plan that are currently under development (finalisation planned by June 2021).

- Overall priority to source activities addressing customers' requests and implementing TR measures synergising with the investments aiming at modernising EFSA (i.e. organisational development projects and self-task activities), to support strategy implementation towards preparedness and ensuring that EFSA remains a relevant global RA player (throughout all EFSA SOs, SO1-SO5).

⁽³³⁾ The lower capacity increase is mainly due to a targeted reduction in the planned occupancy rate to partially counterbalance the increase in Title I staff costs, and less so to the lower/delayed planned efficiency gains expected from the ongoing and envisioned projects as a result of resource constraints on development activities and increased capacity to forecast efficiencies from initiatives.

⁽³⁴⁾ List of competent organisations designated by the member states which may assist EFSA with its mission, (art. 36 of Regulation EC 178/2002 and Art. 1 of Regulation EC 2230/2004).

- Increased resources allocated to general RA (SO1) in absolute terms (relatively stable in percentage). As indicated above, the amount of work in the area of plant health has increased as of 2017 due to requests within the context of the new plant health regulation. While the number of other requests for scientific advice should remain relatively stable over the years, at an average of approximately 60-80 questions per year, 40-50 additional questions for the categorisation of plant health pests are expected per year until 2020 ⁽³⁵⁾. TR sustainability measures are also expected to have an impact the area of the general RA.
- Increased amount of resources (FTEs are increasing both in absolute terms and in percentage while budget is only increasing in absolute terms) mainly to address the high workload in the area of regulated products (SO1) and to incorporate the new TR measures in the regulated products processes. The high workload is mainly related to the amount of pending evaluations, particularly in pesticides, in food additives, food enzymes and feed applications. This workload is progressively being absorbed through the reprioritisation of activities and the provision of additional resources ⁽³⁶⁾. Additional workload is also expected in the areas of pesticides, novel foods and GMOs ⁽³⁷⁾ (see above), requiring a substantial increase in the workforce. Conversely, the workload relating to dietary reference values is expected to decrease. An additional increase in plant health workload and resource needs is expected for the 'high-risk commodities' applications. TR measures will impact substantially in the area of regulated products: in the first instance an important effort to redesign processes and operating models has been foreseen to incorporate TR requirements; secondly the run of the TR transparency measures is expected to generate a relevant demand in terms of human and financial resources; finally TR sustainability measures are also planned in this area.
- Significantly increased resources (in absolute terms both in terms of FTEs and budget) allocated to communications and stakeholder engagement (SO1) in connection to the implementation of TR increased communication measures.
- Slight increase of resources (both in FTEs and budget) allocated to evidence management (SO2) in absolute terms (stable percentage), with a peak in year 2020 in connection with the implementation of the Matrix project for structuring and handling the data collected by applicant, for the impact of TR sustainability measures in this area.
- Progressively increased amount of resources (particularly financial resources) allocated to expertise management and cooperation (SO3) both in absolute terms and in percentage, as a result of implementing TR measures in connection with capacity building and long-term sustainability measures. Particularly it has to be noted that increased cooperation funds (besides capacity building objectives) are going to be invested mainly under SO1 and, to a lower extent, in SO2 and SO4 (and not under SO3) because of the grants to Art 36 Organisations aimed at supporting business as usual activities in these strategic areas.
- Progressive very significant increase of resources (both budget and FTEs) allocated to preparedness and methodological development (SO4) mainly for the implementation of TR measures such as studies in relation to new scientific developments becoming available.
- Stability of the investment in SO5 in absolute terms – decrease in percentage (both FTEs and budget). The incidence of the expenditure, under Title II and Title III expenditure is expected to decrease once the investment for infrastructure modernisation (mainly digital as well as physical) is completed and stats delivering efficiencies also supporting the long-term sustainability of the EFSA business model.

⁽³⁵⁾ These 50 additional questions are more than the 133 listed in the mandate because the mandate includes multiple pests or groups of pests. The pest categorisation needed for the high-risk commodities is not included in this number and cannot be predicted at this stage.

⁽³⁶⁾ Ten additional short-term CAs were requested in 2015. The deployment of this additional workforce capacity started in the fourth quarter of 2015 and was finalised in 2016. An additional 6 CAs have been authorised for the year 2019, of which will be allocated to the novel food applications (the remaining 2 have been planned to cover the high-risk commodities applications).

⁽³⁷⁾ The impact of the increased workload on GMOs has not been estimated yet.

Financial resources

Figure 3 shows the (forecast) distribution of financial resources by SO in 2019-2023, assuming that EFSA's post-2020 strategy will maintain the same structure.

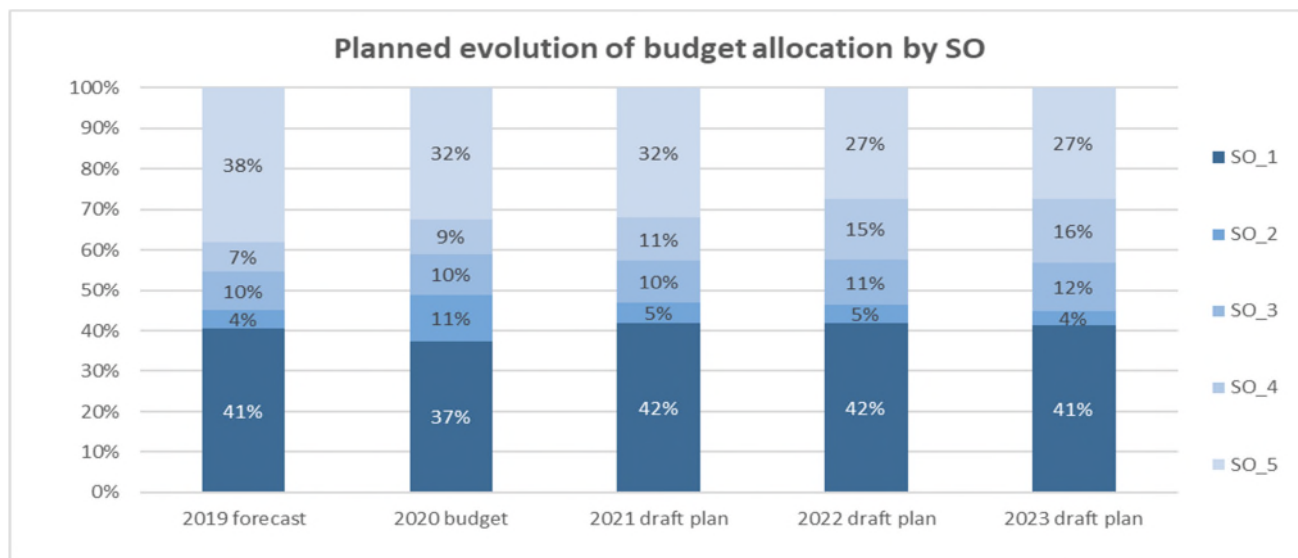


Figure 3: Financial resources by SO in 2019-2023, including the impact of the review of Regulation (EC) No 178/2002.

Human resources

Figure 4 shows the (forecast) allocation of human resources by SO in the 2019-2023 period.

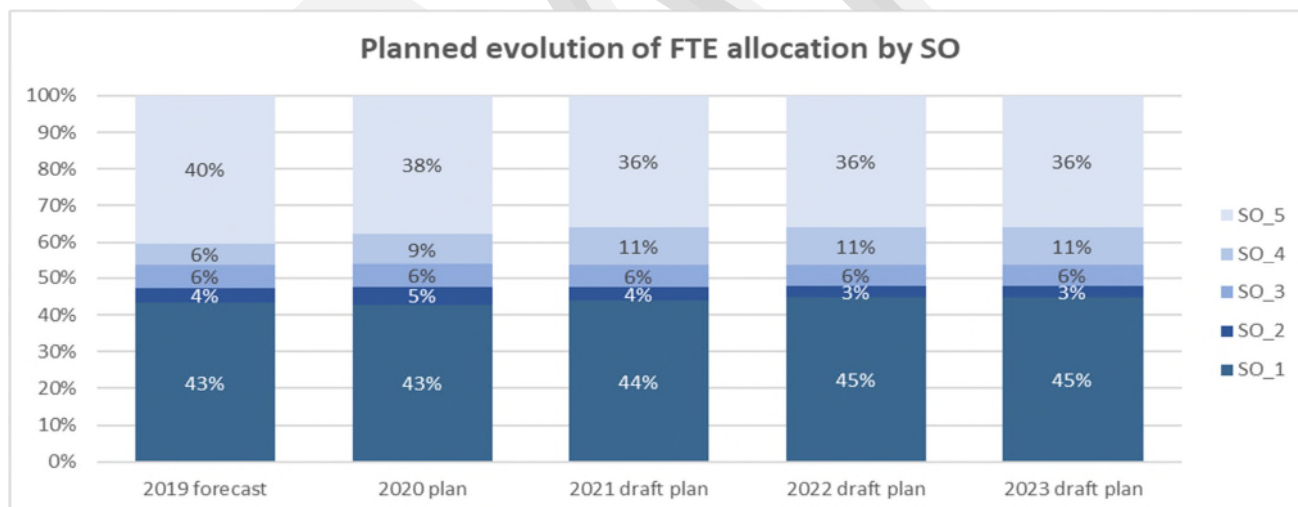


Figure 4: Human resources by SO in the 2019-2023 period, including the impact of the review of Regulation (EC) No 178/2002.

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

Table 6: Human resources overview.

Human resources	2019	2020 ⁽³⁸⁾	2021 ⁽³⁹⁾	2022	2023
	Budget request	Draft budget request	Draft budget request	Draft budget request	Draft budget request
Establishment plan posts: AD	220	226+29	229+55	232+80	235+80
Establishment plan posts: AST	100	94+5	91+5	88+5	85+5
Total establishment plan posts	320	320+34	320+60	320+85	320+85
CAs	131	131+8	131+15	131+21	131+21
Seconded national experts (SNEs) ⁽⁴⁰⁾	16	16+0	16+0	16+0	15+0
Total including Transparency Regulation	467	467+42	467+75	467+106	466+106

⁽³⁸⁾ Establishment plan was realigned to better reflect the current situation with a small margin for reclassification.

⁽³⁹⁾ Updated additional AD and CA requests.

⁽⁴⁰⁾ Including 1 SNE dedicated to the pre-accession programme financed by DG NEAR up to 2022

Section III. Draft work programme for 2021

1. Executive summary

In 2021, EFSA will have an extensive programme of scientific work addressing and communicating on approximately 560 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and approximately 160 requests on priorities relating to food and feed safety, animal health and welfare, plant health and human nutrition. To address new tasks linked to significant increases in volumes of work which go beyond what can be absorbed via efficiency gains and/or reprioritisation and negative priorities, EFSA has requested the provision of additional posts and budget, integrated in the annexed tables, beyond what is indicated in the Commission communication COM(2013) 519.

To streamline the process of scientific assessment in the context of applications, EFSA will further enhance its interaction with applicants at the pre-submission stage and will complete the definition of dossier structures for all sector areas with a view to the implementation of the electronic management of applications (submission, management and communication). To enhance the engagement of partners and stakeholders throughout the RA workflow, EFSA will implement an enhanced digital collaboration platform and roll out its plan, defined in 2017, to expand EFSA's social media presence via an integrated cross-channel and content strategy. Large scale engagement initiatives, topic-driven engagement and implementation of new stakeholder engagement models will be shaping the engagement with our stakeholders also in 2021.

With the aim of broadening EFSA's evidence base in prioritised areas and maximising access to its data, EFSA will continue to deliver new capabilities for data collection and scientific collaboration in 2021. A new system for collecting, analysing and storing whole genome sequencing data will be piloted in collaboration with ECDC. EFSA will continue to populate its scientific data warehouse, EFSA's data hub, with new food-consumption data from the EU menu project. EFSA will continue to populate the Knowledge Junction open repository with evidence and supporting materials used in its RAs. This includes standardised and curated model repositories and a growing number of RA models available as web apps. In terms of analysis and automation of data using approaches such as machine learning and artificial intelligence EFSA together with relevant DG's, ENVI agencies and member states will execute following a common roadmap the use cases that they see to be implemented in short term. This common roadmap will assure the pooling of resources, sharing of experience and provide the basis for a harmonised approach in the implementation of Artificial Intelligence.

The coordinated development and implementation of new guidance and methodologies for RA will continue to be key activities to advance RA and will include the implementation of the Prometheus approach. EFSA will continue its work programme on the cumulative RA of pesticides and will also publish a scientific report on the applicability of quantitative structure-activity relationship (QSAR) models for genotoxicity. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model, with the objective of developing a holistic, multifactorial RA. EFSA will continue to work on preparedness in plant health by developing horizon scanning and rolling out surveillance support to Member States, and on the multisectoral activities in the area of AMR, together with its sister agencies EMA and ECDC.

EFSA's people — its scientific experts, partner organisations in Member States and beyond, and staff — comprise the pool of knowledge, expertise and experience necessary to deliver against the Authority's work programme. EFSA's efforts to further strengthen capacity building and

sharing among knowledge hubs in Member States will continue with the kick-off of the first projects under the new grant scheme for partnering projects, and an innovative approach to Article 36 networking. Further exchanges on methodology, data access and expertise with our EU agency and international partners will be pursued.

To further improve the provision of scientific advice, in terms of both quality and efficiency, EFSA will carry out key initiatives, which will be guided by the multiannual strategy implementation plan set out in 2016 to achieve EFSA's five SOs.

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2. Activities per strategic objective

2.1. Prioritise public and stakeholder engagement in the process of scientific assessment

General risk assessment

The implementation of the measures identified through the EFSA transparency and engagement initiative will continue with the roll-out of additional measures focusing, among other things, on enhancing engagement with stakeholders during different steps of the RA process such as the protocol; the proactive release of evidence used in RA in a readable/reusable format; and increasing transparency on how and why methods and data were/were not used plus the increasing use of crowdsourcing and citizen science in order to inform the risk assessments.

EFSA will continue to work on mandates in the areas of food-borne zoonoses and of food hygiene (e.g. date marking and related food information, use of high-pressure processing, dry-ageing and wet-ageing of meat). In addition, through cross-departmental collaboration, EFSA will continue to work on the qualified presumption of safety (QPS). Work will also continue in the areas of antimicrobial resistance (AMR) and of transmissible spongiform encephalopathies (TSEs).

In the area of chemical contaminants in the food chain, EFSA will continue to issue opinions on natural toxins (e.g. re-evaluation of aflatoxins, and glycoalkaloids in food), environmental contaminants (e.g. brominated flame retardants in food), pharmacologically active substances and detoxification processes of contaminants in feed.

In cooperation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks, and on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food. Other ECDC-EFSA joint technical reports include rapid outbreak assessments and joint notification summaries, as appropriate. EFSA will also deliver the yearly European Union summary report on TSEs and the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products.

EFSA will continue to provide RAs for plant pests ⁽⁴¹⁾ and pathogens for the EU territory, as well as peer reviews of pest RAs and other justification documents prepared by third parties. It will continue to provide RA and communications on newly emerging plant pests and pathogens (e.g. *Xylella fastidiosa*) and update other outputs such as the host plant database. EFSA will also continue to support the update of the legislative annexes as required by the new EU quarantine plant health law. To this end, it will deliver fit-for-purpose and stepwise advice, comprising pest categorisations, pest RAs and evaluations of the effectiveness of risk reduction options. In particular, work will continue on the mandate to deliver pest categorisations for the remaining legislative annexes. As a result of a far-reaching mandate on the RA of high-risk plants, an increase of evaluations of third parties' dossiers is expected.

In the area of animal health and welfare EFSA will provide outputs on specific diseases such as ASF and AI and will continue its support and RAs relating to outbreaks of animal diseases in EU Member States through an improvement of the collection of animal health data. Additionally, background projects will be run on the collection of wildlife population data (ENETWILD) and on the monitoring of insect vectors which transmit animal diseases (VECTORNET in conjunction with ECDC). In animal welfare EFSA will provide outputs on the welfare of several species related to the slaughter as well as the killing other than slaughter. Further work is also expected in relation to the implementation of the animal health law.

In the area of food-contact materials, EFSA will adopt the opinion on the re-evaluation of bisphenol A.

⁽⁴¹⁾ This includes pest RA and a peer review of specific non-EU-country documents. It does not include a review of dossiers for high-risk plants

In the area of human nutrition, EFSA will continue to work on advice on the tolerable upper intake level of dietary sugars, and to review the scientific basis to derive the uncertainty factor to establish a health-based guidance value for copper.

Regulated products

New support initiatives (e.g. webinars, info sessions, administrative guidance documents etc.) for applicants and other stakeholders will be implemented to communicate the RA workflow and to ensure the clarity and predictability. Additional support initiatives for small and medium-sized enterprises will be implemented, expanding from the support already in place as of April 2019. The Transparency Regulation requests for more transparency and more support initiatives to applicants for a centralised function in EFSA handling the applications for regulated products (e.g. public consultations, publications of dossiers, support initiatives). With the new Transparency Regulation, EFSA will harmonise pre-submission advice to applicant or notifier on the applicable rules and requirements for applications, notifications and study design for renewal applications. The pre-submission advice, expected in particular for small and medium enterprises, will complement the set of existing services to applicants, support to small and medium enterprise and the development of additional guidance documents on how to prepare applications.

The re-evaluation programme of food additives will continue in 2021 with the finalisation of scientific opinions on sweeteners. EFSA will also continue to assess new food additives, along with extensions of use or changes in the specifications of already authorised food additives, submitted under the common authorisation procedure, and will continue to finalise the assessments on the safe use of food additives used in food destined for infants and young children. Also for 2021 it is expected that EFSA will be requested to assess new data generated by interested parties in response to the follow-up programme set up by the Commission.

EFSA will also continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications for flavouring substances. The guidance documents applicable to the evaluation of flavourings and smoke flavourings, will be finalised in 2021.

For the dossiers already received, EFSA will continue to deliver scientific advice on food enzymes, following the multiannual work programme. For incoming new dossiers, in order to respect the legal timeline, it is necessary for EFSA to consult the EC and develop a strategy to handle their inception without jeopardising the delivery of the dossiers already-received.

EFSA will continue its assessment of the safety of additives and monomers for plastic materials, articles in contact with food and recycling processes, and of the applications for active and intelligent materials. Following the establishment of the new FCM regulation, EFSA will provide support when applicable.

Upon receipt of specific applications, EFSA expects to receive at least one request from the EC for the evaluation of the safety and efficacy of decontamination substances used to reduce microbial surface contamination from foods of animal origin; and will continue to assist the Commission and Member States in the assessment of alternative processing methods for the processing of animal by-products, including the assessment of the end point in the manufacturing chain of fertilisers.

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

In the area of genetically modified organisms (GMOs) in food and feed, the work programme for 2020 includes the evaluation of applications for the import and processing of GMOs as well as for cultivation uses. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago. EFSA's GMO Unit will also continue to deal with the sequencing quality check for new applications and to review the fitness of RA guidelines for GMOs in light of new developments such as genome editing, gene drive and synthetic biology applications with the aim to start delivering in 2020.

In the area of nutrition, EFSA will continue to evaluate applications for health claims and novel foods. The workload related to health claims will depend on the result of the ongoing REFIT evaluation of Regulation (EC) No 1924/2006 on nutrition and health claims. The number of requests for novel food evaluations is substantially increased, following the entry into force of the Regulation (EU) 2015/2283 on 1 January 2018, which introduces a centralised evaluation by EFSA and the possibility of notifying the Commission of an intention to place traditional foods from non-EU countries on the EU market. EFSA will also work on applications, regarding food for specific groups, for the exemption from labelling of food allergens, for nutrient sources and for safety assessments for 'other substances' added to food.

In the area of pesticides, EFSA will continue with the peer-review process for new active substances and renewal groups (AIR III and the new programme AIR IV), which will be complemented with the continuous update of the RA methodology.

The reduction of the bulk evaluations in the area of MRL reviews will continue in line with the plan agreed with risk managers, pending sufficient substances to be available for starting the MRL review.

EFSA will deliver its annual summary report on pesticide residues in a more streamlined way. The work on technical reports to provide guidance for the assessment of Article 4(7)⁽⁴²⁾ derogations from pesticide legislation for plant health threats will continue in 2021.

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

Stakeholder engagement and communication

In 2021, EFSA will continue to engage with its stakeholders via its stakeholder engagement approach, based on a set of targeted and ad-hoc engagement models. It will build further on previous recommendations to implement possible new engagement mechanisms and models as a mechanism to support the new engagement provisions of the new Transparency Legislation. In 2021, EFSA will also focus on large scale engagement initiatives for non-registered stakeholder groups, academia and citizens. The project will deliver a mix of benchmarked methodologies for public engagement through pilot-exercises on a limited number of topics. The organisation of stakeholder initiatives with third countries and strategies towards engaging Academia, will be pursued. EFSA will also continue pursuing specific topic-driven stakeholder engagement initiatives e.g. on bee health, chemical mixtures, etc.

In 2021, activities for the sounding board, following the implementation of the new Transparency Regulation will be continued, providing information on the implementation status of the new provisions and collect input during different steps in the process. Technical groups composed of stakeholders, European Agencies, European Commission and observers, will be working together on specific technical areas.

In 2021, EFSA will focus on preparing itself to implement the new Transparency Regulation and to inform the European Commission-led initiative to develop a General Plan on Risk Communications. Activities will include redefining processes to improve coordinated risk communications between EFSA, Member States, and the European Commission; reviewing and refining products and channels for better targeted communications; and piloting new digital tools to contextualise EFSA's scientific advice for interested parties and the general public.

Reflecting provisions in the Transparency Regulation, EFSA's work on risk communication during 2021 will be increasingly based on insights from research on risk perception as the Authority expands its social science function. EFSA will launch the third edition of its Reputation Barometer, a wide-ranging research project and survey that captures the extent to which the Authority's stakeholders trust it.

In line with the strong emphasis in the Transparency Regulation on accessibility for citizens to EFSA's scientific advice, the EFSA Journal team will pilot an initiative to accompany certain EFSA scientific opinions with Plain Language Summaries. The team will also explore ways to further

⁽⁴²⁾ Regulation (EC) No 1107/2009

modernise the EFSA Journal, guided by its editorial advisory board and publishing strategy for 2020 and beyond.

The EFSA website will support efforts to improve the visibility and impact of EFSA's work with the introduction of new and established tools such as interactive infographics and data visualisations.

EFSA will continue to invest in engaging proactively with print, broadcast and online journalists to maximise outreach and to bring its scientific work and corporate activities to different audiences through the media at national and European level.

Transparency Regulation related activities

The activities for the implementation of the Transparency Regulation in 2021, include preparation for the implementation of the expert selection rules for the renewal of the panels for the upcoming year 2022, addressing the need for an improved long-term capacity for EFSA. On the other hand, addressing the measure on an increased need for Transparency, 2021 aims to begin the pre-submission meetings, running public consultations and calls for data for dossiers, while processing full dossier data disclosures. Lastly, a solution will be implemented to support the notification of studies and will be ready to be launched in 2021.

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

Table 8: Input indicators for SO1 (FTEs and budget as full cost of all titles).

Input indicators			
Total SO1	Resources invested per year	Forecast executed in 2020	Draft target for 2021
	FTEs	216	236
	Budget (million EUR)	40.46	54.10
	Out of which TR ⁴³ FTEs:	12	26
	Out of which TR Budget (million EUR)	7.99	19.01
Scientific – general RA			
Input sub-KPI	FTEs	57	58
	Budget (million EUR)	13.16	17.07
Scientific – regulated products evaluation			
Input sub-KPI	FTEs	139	156
	Budget (million EUR)	22.38	30.29
Communications and engagement			
Input sub-KPI	FTEs	20	22
	Budget (million EUR)	4.92	6.74

⁽⁴³⁾ Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

Table 9: Activity and output indicators for SO1.

Activities – output indicators		
Indicator	Forecast executed in 2020	Draft target for 2021
Scientific – general RA		
Number of questions delivered for scientific outputs and technical reports	265	241
Number of questions delivered for 'other publications' ⁽⁴⁴⁾ (external reports, event reports)	14 (12 external reports/2 event report)	12 (12 external reports)
Proportion of scientific/technical questions adopted within deadline	100 %	100 %
Scientific – regulated products evaluation		
Indicator	Forecast achieved 2020	Draft target 2021
Number of questions delivered for scientific outputs and technical reports	416	403
Number of questions delivered for 'other publications' (external reports, event reports)	4 (3 external reports /1 event report)	2 external reports
Number of questions in bulk evaluation in the Pesticides Unit (PRES) (Article 12 only) ⁽⁴⁵⁾	28	25
Proportion of scientific questions adopted within deadline ⁽⁴⁶⁾	90%	90%
Number of service catalogue activities with applicants (meetings, webinars, info sessions, etc.)	+10% on year N-1 actual	+10% on year N-1 actual
Percentage of positive feedback on regulated product opinions from applicants	54%	TBD
Communication and engagement		
Indicator	Forecast executed in 2020	Draft target for 2021
Proportion of scientific outputs delivered within 28 working days of adoption (%)	82.5%	82.5%
Number of (i) media and (ii) stakeholder enquiries addressed within agreed deadlines	95%	95%
Number of public consultations on EFSA outputs	21 ⁽⁴⁷⁾	10 ⁽⁴⁸⁾
Percentage of positive feedback from engagement activities carried out with registered stakeholders ⁽⁴⁹⁾	90% ⁽⁵⁰⁾	90%
Total number of registered stakeholders	132	138

⁽⁴⁴⁾ According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>

⁽⁴⁵⁾ Previously called backlog. The number of questions to be closed falling under this definition is set with the risk manager at least 25 (to be closed through reasoned opinion, statements or conclusions) every year.

⁽⁴⁶⁾ Excluding backlog in the REPRO area.

⁽⁴⁷⁾ Pending a decision on which type of draft outputs should be consulted in the future and at which stage of the RA cycle (draft mandates, protocols, draft outputs, etc.).

⁽⁴⁸⁾ Pending a decision on which type of draft outputs should be consulted in the future and at which stage of the RA cycle (draft mandates, protocols, draft outputs, etc.).

⁽⁴⁹⁾ First evaluation of SEA pilot phase implementation, which will be presented at the MB meeting in December.

⁽⁵⁰⁾ Conservative estimation as the measurement in 2017 (90 %) covered only part of the year and the outcome of the project, to be finalised in 2020, is still not known.

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

In 2021, EFSA will continue the implementation of the Matrix and Notification of Studies projects with the aim of implementing the new measures of the Transparency Regulation by March 2021, building on the outcome of a pilot study using Iuclid in the area of pesticides due to be completed in 2020.

EFSA will continue to streamline the management of its chemical data collections and literature services and widen its evidence base in the areas prioritised by its customers. EFSA will continue to support Member State data providers in the implementation of its SSD2 (standard sample description, version 2) common standard for data transmission across several data domains. EFSA will also continue data collections and management activities relating to food consumption as well as plant and animal health, fostering the acquisition and availability of data for environmental risk assessment (ERA). These activities underpin EFSA's scientific work and enable the gradual opening of EFSA's evidence base to stakeholders. Ad hoc data collections and data extractions as well as scientific reports on dietary exposure to specific contaminants are expected to continue to be delivered upon request from risk managers.

In 2021, EFSA will continue to deliver improved capabilities for data collection and scientific collaboration using on-the-cloud solutions with increased storage space and computation power. The DAMA project will enter in its second phase and, if approved, will re-engineer data collection and data analysis solutions in collaboration with other EU Agencies and DIGIT.

Raw monitoring and survey data from EFSA's SDWH will continue to be proactively published using digital object identifiers (DOIs) on EFSA's Knowledge Junction to increase openness to EFSA's scientific data and track its reuse. Data sets will continue to be published according to EU or international standards as applicable in open repositories by making use of linked data technologies. In addition, in line with digital single market principles, the EFSA API portal exposing application programming interfaces (APIs) developed in 2019 will be extended to expose additional EFSA data sets. EFSA and stakeholders will continue to populate and share tools, evidence and information via the Knowledge Junction while the number of models available through model platforms like R4EU will be increased based on needs identified in mandates to EFSA for the implementation of guidance documents.

Transparency Regulation related activities

The activities envisaged in 2021 to address the Transparency Regulation and provision of its outlined measures, look at developing solutions for supporting the processing of the full dossier data disclosure and access to the disclosed dossier information. This aims to address the measure on transparency across EFSA's scientific processes.

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

Table 10: Input indicators for SO2 (FTEs and budget as full cost of all titles).

Input indicators			
Total SO2	Resources invested per year	Forecast executed in 2020	Draft target for 2021
	FTEs	24	20
	Budget (million EUR)	12.33	6.52
	Out of which TR ⁵¹ FTEs:	4	9
	Out of which TR Budget (million EUR)	6.16	2.44

⁽⁵¹⁾ Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

Table 11: Activity and output indicators for SO2.

Activities – output indicators		
Indicator ⁽⁵²⁾	Forecast executed in 2020	Draft target for 2021
Number of questions delivered for scientific outputs and technical reports	0	1
Number of questions delivered for 'other publications' ⁽⁵³⁾ (external reports, event reports)	11 (10 external reports/1 event report)	9 external reports
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of new tools ⁽⁵⁴⁾	4	2

⁽⁵²⁾ The indicator 'Number of operational data collections prepared and opened within deadline (total and open)' has been deleted as it is a duplication of the one proposed for the Outcome indicator 'Data quality — timeliness' (see Appendix C.i in SO2). Deviations on timeliness of a particular data collection will be reported through the outcome indicator in the performance report.

⁽⁵³⁾ According to definitions of EFSA outputs: <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>

⁽⁵⁴⁾ The 'Number of enhancements to operational data collections' and the 'Number of new data collections implemented' included in the *Final programming document 2018-2020* are replaced by the indicator 'Number of new tools' (e.g. exposure tools), new data collections and enhancements to existing data collections'.

2.3. Build the EU's scientific assessment capacity and knowledge community

EFSA will continue to provide learning and development activities for experts, in particular with regard to key areas of RA and EFSA's new guidance documents and methodologies. The expertise management programme (EMP) delivered in 2018 a comprehensive onboarding process for experts and a competency library for EFSA scientific and non-scientific staff and experts, thus enabling EFSA, in 2019, to optimise its management of the available scientific capacity and to target areas to be further developed. Competency gaps in the workforce will be evaluated through a strategic workforce planning model for experts and staff, thus triggering relevant HR strategic actions to fill those gaps. The EFSA academy business case will be further developed with the objective of evaluating the efficiency gains that will be generated by a centralised academy as a hub facilitating knowledge acquisition and exchange in RA. Scientific cooperation among Member States and capacity building in European food safety RA will be further boosted through tasking grant schemes and the exchange of expertise. EFSA will continue to strengthen Europe's capacity in food safety RA through the EU-FORA fellowship programme.

EFSA will continue to use grant schemes to stimulate projects between Member States through the EU RAA, which will continue to be steered by the Advisory Forum. Scientific cooperation through EFSA's scientific networks is actively supported by the focal points.

Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be an area of focus. In 2021 EFSA will continue to pursue collaboration with its sister agencies (EMA, ECHA, EEA, ECDC) e.g. in the area of Artificial Intelligence, data sharing and structure, methodologies and expertise and human resources, and research. Based initiatives in previous years, workshops with individual sister agencies or with specific clusters will be organised. Together with MS partners and EU Agencies, EFSA will contribute to the EU research and innovation agenda cycle to stimulate research and innovation in order to support risk assessment activities and policy-making.

At international level, EFSA will continue to prioritise multilateral cooperation and to liaise with international organisations and third country agencies, promoting harmonisation of risk assessment methodologies and tools and collaborate on new development needs. Specific cooperation agreements with international organisations, in support of the EU international agenda will be pursued.

In 2021, EFSA will continue to organise and participate in different liaison groups and will support the European Commission in its international obligations, such as at CODEX Alimentarius Commissions and in support of the UN sustainable development goals.

Transparency Regulation related activities

The Transparency Regulation measure reflecting the need for a long-term capacity improvement for EFSA's expertise and ways of work, and alongside the 2020 activity looking at improving the indemnity scheme for experts, EFSA will, in begin preparing for the implementation of the new expert selection rules for the renewal of the Panels foreseen in 2022. This new way to select panel members aims to promote EFSA's attractiveness to experts and improve the long-term sustainability of EFSA's operating model.

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

Table 12: Input indicators for SO3 (FTEs and budget as full cost of all titles).

Input indicators			
Total SO3	Resources invested per year	Forecast executed in 2020	Draft target for 2021
	FTEs	31	31
	Budget (million EUR)	11.02	13.35
	Out of which TR ⁵⁵ FTEs:	2	7
	Out of which TR Budget (million EUR)	3.60	6.14

Table 13: Activity and output indicators for SO3.

Activities – output indicators		
Indicator	Forecast executed in 2020	Draft target for 2021
Number of questions delivered for scientific outputs and technical reports	3	2
Number of questions delivered for 'other publications' ⁽⁵⁶⁾ (external reports, event reports)	4 external reports	6 external reports
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of Member State cooperation activities (network meetings, national Focal Point events/workshops)	80	80
Number of cooperation agreements with international and non-EU-country organisations	2	2
Number of international cooperation activities (meetings, events, missions) (including pre-accession countries)	50	50

⁽⁵⁵⁾ Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

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

2.4. Prepare for future risk assessment challenges

Under the steering of the Rampro, EFSA will continue the coordinated development and implementation of new guidance and methodologies for RA. It is expected that by 2020 there should be a measurable increase in improved guidance implementation. Nevertheless, new guidance will be finalised in those priority gaps already identified, including on the use of human epidemiological data in RA. In GMO area, the activity of reviewing the applicability of existing guidance to the RA of synthetic biology techniques will deliver its first two reports in 2020, specifically on microorganisms and plants. Similarly, the applicability of existing guidance to the RA of gene drive modified organism will be delivered in 2020. A list of the projects coordinated under the Rampro is included in Appendix D.

Activities on emerging risks will focus increasingly on enhanced cooperation with Member States, EU agencies and stakeholders. Crisis preparedness is an EU priority objective, and in 2020 the tools and training delivered over the previous years, for example via the framework partnership agreement with Member States on tracing methodologies, will contribute significantly to this objective.

The procedure for identifying emerging risks often involves data collection or generation. In 2020 EFSA will continue working on framework partnership agreements with Member States on high-priority issues. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model with the objective of developing a holistic, multifactorial RA.

In 2020 EFSA will continue media monitoring on emerging plant health risks using the MedSys platform. EFSA will also continue to develop and apply horizon scanning and surveillance for the early identification of new plant pest outbreaks. Based on previous scientific opinions and the results of outsourced projects, quantitative methodologies, including quantitative pathway analysis models, will be further developed. The development of databases on plant pests, based on the revised structure of the EU database of apple fruit pests and diseases, will continue. EFSA will cooperate with Member States to harmonise the collection and analysis of epidemiological data on African swine fever.

In the area of animal health, EFSA will continue to automate data collection on animal disease outbreaks and surveillance (via its data collection framework (DCF), making it less labour intensive for both Member States and EFSA. Functions will be inserted to validate submitted data and predefined tables, and maps will be generated that could be used by Member States for their own purposes (e.g. presentations in PAFF meetings⁵⁷). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, lumpy skin disease and avian influenza).

In the area of biological hazards, work will focus on antimicrobial resistance (AMR) for example on the microbiological risks linked to the use of water in food processing. EFSA will continue to coordinate the outsourcing procedure in the area of next-generation sequencing in norovirus. EFSA will implement an in-house bioinformatic service to support its risk assessments of food and feed products and the environment, and will continue to build in-house capacity in this area.

In the area of chemical hazards, work will continue in toxicokinetics, toxicodynamics, dynamic energy budget models and human variability, with a long-term view to integrating these new approaches into human, animal and environmental risk assessment (ERA).

In the area of feed additives, EFSA will also continue working on the update of guidance documents dealing with feed additives. In particular, in 2020, the need to start considering the update of guidance documents after 3 years since their adoption will arise.

In the area of pesticides, work will continue on the development of guidance for birds and mammals. EFSA will continue to publish reports on the cumulative RA of pesticides, and will also publish a scientific report on the applicability of quantitative structure–activity relationship

⁽⁵⁷⁾ Standing Committee on Plants, Animals, Food and Feed

(QSAR) models for genotoxicity. EFSA will also release an updated version of its tool to estimate consumer exposure and risk to pesticides at EU level (PRIMo 4) and will provide training to end-users.

Within the frame of EFSA's work programme on the assessment of risks for combined exposure to multiple chemicals, EFSA will publish its criteria for establishing cumulative assessment groups (CAGs) for effects on different target organs, effects and modes of action.

Transparency Regulation related activities

Activities will continue from last year.

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

Table 14: Input indicators for SO4 (FTEs and budget as full cost of all titles).

Input indicators			
Total SO4	Resources invested per year	Forecast executed in 2020	Draft target for 2021
	FTEs	43	57
	Budget (million EUR)	9.20	13.63
	Out of which TR ⁵⁸ FTEs:	4	13
	Out of which TR Budget (million EUR)	1.20	8.07

Table 15: Activity and output indicators for SO4.

Activities – output indicators		
Indicator	Forecast executed in 2020	Draft target for 2021
Number of questions delivered for scientific outputs and technical reports	28	10
Number of questions delivered for 'other publications' (external reports, event reports)	30 (29 external reports/1 event reports)	24 (23 external reports/1 event report)
Proportion of scientific/technical questions adopted within deadline	100%	100%

⁽⁵⁸⁾ Cost for implementing the measures of the Transparency Regulation in the area of this strategic objective

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

EFSA's management, institutional relations and support/transactional services will focus on ensuring that the Authority has an efficient, transparent and responsive environment and culture, working towards the effective and legally sound implementation of EFSA's strategic plan and guaranteeing the best value for taxpayers' money in a context of resource constraints and ambiguity. In addition, EFSA will continue rolling out different institutional activities in support of policy makers and strategic visions such as the European Green Deal and the sustainable development goals. To achieve the above, EFSA will do the following:

- Launch the implementation of the new EFSA 2021-2027 strategy, taking stock of the outcomes of the new MFF and the new Transparency Regulation ensuring transparent monitoring of the implementation plan and a comprehensive, yet concise, set of performance metrics with their targets.
- Carry out activities to work towards closer cooperation and building new relationships with institutions, with sister agencies and with DG Health and Food Safety, in the context of the aforementioned institutional changes and the implementation of the new strategy. EFSA will continue to focus on its relations with the EU institutions by facilitating visits of political leadership to EFSA and exchanges with European or national institutions to support EFSA on budget, discharge and policy/regulatory matters, but also reciprocally to support national policymakers and Council presidencies in their work programme in EFSA's remit. EFSA will also continue to closely follow and implement the recommendation by the Council and European Parliament with regards to EFSA's discharge. The authority will continue to work closely with the European Parliament in relation to the mandate received in 2018 on the RA of multi-stressors in managed honey bees. Activities will include topical events and delegation visits, as well as active contributions to the activities of the EU Agencies Network, working towards the SOs of shared services and mutual value creation, as will be updated in 2020; the above will be supported by EFSA's Brussels liaison office, which will be transferred to the EU Agencies Network's Shared Support Office for efficiency purposes. Implementation of the Commission/decentralised agencies in the health and food safety area initiative for a closer collaboration on IT.
- Roll out its accountability framework, fully aligned with the new internal control framework and streamlining all related activities under four main pillars: governance and decision-making, results-based management, assurance management, and quality and continuous improvement. The accountability policy will delineate comprehensively clear roles and responsibilities along with authorities and delegations, and define a 'hierarchy of norms' to achieve better synergy and alignment in relation to rules, regulations, policies and procedures with accountability for resources and results. More specific actions include the following:
 - Continue the full roll-out of an updated governance and decision-making process.
 - Fully roll out the integrated 'compliance' management systems, in place under 'assurance', via the consolidation of all related policies, processes and management standards.
 - Fully roll out the EU harmonised risk management methodology in EFSA's plan-do-check-act cycle, meeting the requirements of process, project and programme management standards.
 - Continue with the follow-up on the recommendations from the ex post evaluation of the STEP 2018 project and the EFSA 3rd external evaluation, including the integration and automation of performance data and tools, improving the efficiency of its corporate reporting and the effectiveness of performance analytics, supporting decision-making.
 - Continue with the full roll-out of the process management approach for work programme and resource planning and monitoring, and the application of lean

methods, enabling the comprehensive and integrated management of efficiency targets.

- Integrate workforce planning, sourcing, its flexible (re)allocation and its development based on competency management into the new strategic plan. Continue focusing on toxicology in view of relevant increased workload, data and computational analytics, and social sciences and behavioural insights to better frame scientific opinions, as well as further developing leadership and managerial culture and soft skills that foster agility, co-creation and responsiveness. The above will be coupled with the implementation of market intelligence and strategic sourcing for supplies, goods, services and competences.
- Further improve the efficiency of transactional services, focused on leaning and user satisfaction, particularly the following.
 - Roll out the joint services centre as a way to manage, in an integrated manner, part of EFSA's end-to-end transactional services, including a single service catalogue with all service level agreements. This centre will foster a shared services approach, acting as a single point of contact for service delivery, hence ensuring business continuity, consolidating efficiency gains, safeguarding knowledge capital, facilitating self-servicing and professionalising service delivery.
 - Further develop shared services with the Commission and the EU agencies, with a focus on the new top-down prioritised areas to be agreed by the EU Agencies Network heads of agencies in 2020.
 - Deploy the strengthened centralised management of competing interests towards improved assurance, transparency and automation of DoI screening; expand the 'expert' approach to EFSA staff.
 - Further automate the financial services via improved tools.
- Continue the investment in the digitalisation of EFSA's processes and the rationalisation and modernisation of existing IT infrastructures to maximise collaboration and the exchange of knowledge within and outside EFSA, thereby ensuring broader, more efficient and faster access to scientific intelligence.

The Expertise Management Programme (EMP) will play a key role in supporting the deployment of an integrated set of policies, processes and IT tools that allow for efficient talent management. The dedicated project will continue to be rolled out, focusing in 2021 on competency management and talent development. EFSA will ensure that staff and experts are more effectively supported throughout the life cycle of their relationship with the Authority. A new learning and development strategy for staff and experts will be developed in parallel with the post-2020 strategy document. Another significant outcome of the programme will be the finalisation of the strategic workforce planning process, allowing for the flexible and proactive management of EFSA's workforce.

The Information Management Programme (IMP) will finalise the BIKE project on business intelligence and knowledge exploitation, which will improve corporate reporting through the integration and automation of data and tools and provide the organisation with sound performance analytics to enable informed decision-making. EFSA will continue working on the development of a corporate customer relationship management (CRM) tool, further elaborating on a common corporate database to manage organisations and contacts.

The new Architecture (ART) programme will finalise the activities to address the measures required by the implementation of the Transparency Regulation in force by March 2021.

Transparency Regulation related activities

The new Architecture (ART) programme will consolidate all organisational development initiatives aimed at improving EFSA's processes and its organisational architecture to address the new measures from the Transparency Regulation and the new opportunities stemming from processing big data, artificial intelligence and digitalisation, and partnering with the EU

institutions and Member States. Key working streams will include: (i) the implementation in run mode of the end-to-end scientific advice and communication processes (including the EFSA process architecture (EPA) and relevant documentation), and (ii) the leaning of the transactional processes in a joint services centre (end to end support services).

One of the envisaged measures in addressing the Transparency Regulation is the implementation of the new MB composition starting from July 2022. Preparatory activities are planned in this year to address this upcoming change of increase in Member States and stakeholders representation, which will aim to strengthen in the long-term the Member State involvement in EFSA's work and outputs. In particular, EFSA will review the Board's Rules of Procedure, Code of Conduct and independence rules benchmarking them with the approaches adopted by the Management Boards of the other ENVI Agencies and enquiring the collaboration of the MB Secretariats in those Agencies. As well, EFSA will start performing an overall review of all its governing documents in view of their possible revision to reflect the changes in the Board composition and in the functioning of the Authority following the implementation of the Transparency Regulation. Upon request from the European Commission, EFSA will provide DG SANTE with support in shaping the procedure for the selection of the Board's representatives of civil society and food chain interests. An on-boarding plan for the new Board members will be prepared by end 2021. Changes in the new operating process and Organisation Structure of EFSA aim to address the need for a long-term improved sustainability and increased capacity of EFSA's ways of work. The initial preparatory activities to achieve this, will be done alongside adapting the current management system.

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

Table 16: Input indicators for SO5 (FTEs and budget as full cost of all titles).

Input indicators			
Total SO5	Resources invested per year	Forecast executed in 2020	Draft target for 2021
	FTEs	190	193
	Budget (million EUR)	34.99	41.22
	Out of which TR ⁵⁹ FTEs:	20	19
	Out of which TR Budget (million EUR)	6.81	9.13

⁽⁵⁹⁾ Cost for implementing the measures of the Transparency Regulation EU) 2019/1381 in the area of this strategic objective

Table 17: Activity and output indicators for SO5.

Activities – output indicators		
Indicator ⁶⁰	Forecast executed in 2020	Draft target for 2021
Commitment execution ⁶¹	100%	100%
Payment execution non differentiated credits ⁶²	90%	90%
Payment execution differentiated credits ⁶³	100%	100%
Service delivery index (⁶⁴)	80%	80%
Transformation performance index (development project execution index) (⁶⁵)	80 %	80 %

⁽⁶⁰⁾ The budget KPIs have been simplified compared to previous years in order to better represent global performance, simplify measurement and avoid overlapping KPIs. The following indicators are replaced: Proportion of original budget committed at year end – differentiated, Proportion of original budget committed at year end – non-differentiated, Proportion of original science grants and procurement budget committed at year end, Proportion of original budget paid at year end – differentiated, Proportion of original budget paid at year end – non-differentiated, Proportion of original science grants and procurement budget paid at year end, Carry-forward of payments to following year. The scientific grants & procurement are not measured separately anymore as they are covered by the indicator on differentiated credits. The measurement of the “Carry forward” is covered by the indicator “Payment execution of non-differentiated credits”.

⁽⁶¹⁾ New indicator

⁽⁶²⁾ Indicator changed from “Proportion of original budget committed/paid at year end – non-differentiated”

⁽⁶³⁾ Indicator changed from “Proportion of original budget committed/paid at year end – differentiated”

⁽⁶⁴⁾ For the subset of mature processes followed.

⁽⁶⁵⁾ For the subset of key projects followed.

Appendices

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Appendix A . — Predicted questions closed per strategic objective in 2021

Table 18: Predicted number of questions closed in 2021.

Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment													
SO1 — EFSA scientific outputs — general RA			15	2	2	44		39	0	17	3		122
Of which:													
– opinion of the scientific committee/scientific panel			15 ⁽⁶⁶⁾		2			32 ⁽⁶⁷⁾		12 ⁽⁶⁸⁾			61
– guidance of the scientific committee/scientific panel										-			
– statement of the scientific committee/scientific panel								-		2			2
– reasoned opinion						4		-					4
– scientific report of EFSA						40		7		3	3		53
– guidance of EFSA													
– statement by EFSA				2				-		-			2
SO1 — Technical reports — general RA				2	2			98		10	7		119
SO1 — Other publications (external scientific reports/event reports) — general RA										12			12
– other publications — external scientific report										12			12
– other publications — event report										-			
SO1 — Subtotal — general RA		0	15	4	4	44		137	0	39	10		253

⁶⁶ 11 questions to be closed for CEP Panel, 4 for FAF Panel.

⁶⁷ 32 questions closed for PLH Panel

⁶⁸ 5 questions closed for BIOHAZ Panel, 7 for CONTAM Panel

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Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 — EFSA scientific outputs — evaluation of regulated products		85	132	8	53	89	18			3			388
Of which:													
– conclusion on pesticides peer review							18						18
– opinion of the scientific committee/scientific panel		85	129 ⁽⁶⁹⁾	8	53					3 ⁽⁷⁰⁾			278
– guidance of the scientific committee/scientific panel			3					-		-			3
– statement of the scientific committee/scientific panel								-		-			
– reasoned opinion						89							89
– scientific report of EFSA													
– guidance of EFSA										-			
– statement by EFSA								-		-			
SO1 — Technical reports — evaluation of regulated products	1		3		11								15
SO1 — Other publications (external scientific reports/event reports) — evaluation of regulated products				2									2
– Other publications — external scientific report				2						-			2
– Other publications — event report								-		-			
SO1 — Subtotal — evaluation of regulated products	1	85	135	10	64	89	18			3			405
SO1 — Total	1	85	150	14	68	133	18	137		42	10		658
SO2 — Widen EFSA's evidence base and optimise access to its data													
SO2 — EFSA scientific outputs													
SO2 — Technical reports											1		1
SO2 — Other publications (external scientific reports/event reports)								2			7		9
– Other publications — external scientific report								2		-	7		9
– Other publications — event report								-		-			
SO2 — Total								2			8		10

⁶⁹ 66 questions to be closed for CEP Panel, 63 for FAF Panel

⁷⁰ 3 questions closed for BIOHAZ Panel

Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO3 — Build the EU’s scientific assessment capacity and knowledge community													
SO3 — EFSA scientific outputs													
SO3 –Technical reports										2			2
SO3 — Other publications (external scientific reports/event reports)									6				6
– Other publications — external scientific report									6				6
– Other publications — event report										-			
SO3 — Total				0				0	6	2			8
SO4 — Prepare for future risk assessment challenges													
SO4 — EFSA scientific outputs		1								1		3	5
Of which:													
– opinion of the scientific committee/scientific panel										1		1	2
– scientific report of EFSA													
– statement by the scientific committee/scientific panel (general RA)													
– guidance of the scientific committee/scientific panel (regulated products)		1										2	3
– guidance of EFSA (regulated products)													
SO4 — Technical reports		1										4	5
SO4 — Other publications (external scientific reports/event reports)					1	1		8	7	1	1	5	24
– Other publications — external scientific report					1	1		8	7	1	1	4	23
– Other publications — event report										-		1	1
SO4 — Total		2			1	1		8	7	2	1	12	34
Total questions	1	87	150	14	69	134	18	147	13	46	19	12	710

Appendix B — Resource allocation per strategic objective in 2021

Tables 19-23: Resource allocation by SO — 2021 projects and processes.

This is a placeholder. These tables will be filled in in the final version of the PD 2021-2023

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

Table 24: Key performance indicators — SO1 — medium- and long-term impact.

1. Scientific advice and communication: prioritise public and stakeholder engagement in the process of scientific assessment							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁷¹⁾			
			2019	2020	2021	2022	2023
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA’s scientific outputs (for Commission/Member State risk managers and stakeholders) and the scientific assessment process and communication tools and materials							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	<i>Risk managers (Commission/Member States)</i>	81.6% (2017)	86.6%	N/A	>85%	N/A	>87%
	<i>Stakeholders</i>	74.7% (2017)	78.1%	N/A	>72%	N/A	>74%
	<i>Applicants</i>	78.4% (2017)	78.6%	N/A	>79%	N/A	>80%
User satisfaction rating of communication tools and materials	<i>EFSA Journal</i>	85% (2016)	98%	>80%	>80%	>80%	>80%
	<i>Other communication products</i>	76.9% (2017)	73.6%	>75%	>75%	N/A	>77%
Impact of media coverage (EFSA’s coverage in the media, including the favourability of articles)		18 (2015)	16	Within the 5-25 range	Within the 5-25 range	Within the 5-25 range	Within the 5-25 range

⁽⁷¹⁾ In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2020, the 2020 targets are carried over to 2023; these will be reviewed in the context of the new EFSA Strategy 2021-2027, informing a possible readjustment of the SOs, key performance indicators and targets.

1. Scientific advice and communication: prioritise public and stakeholder engagement in the process of scientific assessment							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁷¹⁾			
			2019	2020	2021	2022	2023
Outcome: Increased engagement of stakeholders in scientific activities							
Stakeholder engagement during public consultations and other stakeholder engagement activities	Number of public consultation comments received — total and by stakeholder group ⁽⁷²⁾	1 795 ⁽⁷³⁾ (2017)	2,219 ⁷⁴	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
	Survey feedback from SEA-registered members on the effectiveness of EFSA's stakeholder engagement activities	N/A	Positive outcome ⁷⁵	TBD	TBD	TBD	TBD
Outcome: Full availability of documentation relevant to EFSA's scientific outputs							
Availability of documentation used in EFSA's scientific outputs	Proportion of regulated product food-sector areas making dossier data (non-confidential parts) fully available to the public	N/A	N/A	TBD	TBD	6/6	6/6
	Proportion of EFSA's scientific outputs ⁽⁷⁶⁾ providing direct access (links) to data sets and metadata on KJ	11.8% ⁽⁷⁷⁾ (2019)	17.2%	25 %	50 %	75 %	75 %

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

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

⁽⁷⁴⁾ Not measured in 2019 due to lack of resources

⁽⁷⁵⁾ As per "Decision of the Management Board of the European Food Safety Authority of 9 October 2018 on the criteria for establishing a list stakeholders and the establishment of the Stakeholder Forum and Stakeholder Bureau" the effectiveness of EFSA's stakeholder engagement activities shall be carried out every 3 years. The next planned survey is to take place in 2019.

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

⁽⁷⁷⁾ First measurement in January 2019 excluding question types for applications (due to confidentiality issue), public consultations, assistance (because they are merged in the main output, so it would be a duplication), Art. 31 when in combination with former Unit PRAS and food sector area MRL Art. 10, MRL Art 12, external scientific report and event reports.

1. Scientific advice and communication: prioritise public and stakeholder engagement in the process of scientific assessment							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁷¹⁾			
			2019	2020	2021	2022	2023
Outcome: Enhanced outreach of communication							
Social media effectiveness ⁽⁷⁸⁾	Increased number of followers from social media platforms	40 742 (2016)	120 048 ⁽⁷⁹⁾	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
	Traffic to EFSA web content from social media	63 464 (2016)	71 965	+2% on year N-1 actual	+2% on year N-1 actual	+2% on year N-1 actual	+2% on year N-1 actual
	Social interactions	14 881 (2016)	87 264 ⁽⁸⁰⁾	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
Traffic to EFSA’s web content (web metrics): number of sessions		3 184 611 (2016)	5 471 713	+0.5% on year N-1 actual	+0.5% on year N-1 actual	+0.5% on year N-1 actual	+0.5% on year N-1 actual
Number of subscribers to online subscription products (newsletter and alerts)		33 934 (2016)	34 396	+1% on year N-1 actual	+1% on year N-1 actual	+1% on year N-1 actual	+1% on year N-1 actual
Impact, visibility and discoverability of EFSA’s scientific outputs (access, downloads, citations)	Access	3 162 974 (2018)	3 447 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Downloads	2 306 925 (2018)	2 800 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Citations	18 347 (2018)	20 500	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual

⁽⁷⁸⁾ For social media platforms it is expected that the pace of increase will slow down in the coming years, because of changes in the approach for social media thematic accounts and, typically for social interactions, because of the saturation of the EFSA target audience. The situation will be reviewed yearly to assess if the set targets will remain relevant.

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

⁽⁸⁰⁾ The target for 2019 had been increased following the high level of execution in 2017 and 2018. For the following years, EFSA will analyse the situation again, since the change in the approach for social media thematic accounts for followers and the saturation of EFSA's target audience for the number of interactions may result in a slower pace of increase.

Table 25: Key performance indicators — SO2 — medium- and long-term impact.

2. Data collection and evidence management: widen EFSA’s evidence base and optimise access to its data							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁸¹⁾			
			2019	2020	2021	2022	2023
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA’s evidence management services and fostered innovative reuse of data							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions) ⁽⁸²⁾		57.8% (2017)	54.8%	N/A	>55%	N/A	>60%
Use and reuse of EFSA’s accessible data and evidence	Data/evidence reused by stakeholders via citation statistics ⁽⁸³⁾	TBD	TBD	TBD	TBD	TBD	TBD
Outcome: Improved access to data							
Data accessibility index	Number of publicly accessible data collections published without data aggregation by EFSA	1 ⁽⁸⁴⁾ (2016)	7	9	9	9	9
	Number of data collection dashboards/aggregates published	11 ⁽⁸⁵⁾ (2017)	25	20	20	20	20
Outcome: Wider data coverage							
User statistics from the scientific data warehouse		421 (2017)	737	+>5% on year N-1 actual	+>5% on year N-1 actual	+>5% on year N-1 actual	+>5% on year N-1 actual
Number of digital objects uploaded to the EFSA open repository (Open SCAIE/Knowledge Junction) ⁽⁸⁶⁾		500 (2017)	269	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
Outcome: Increased standardisation and interoperability of data							
Share of regulated product areas covered by structured data		0 ⁽⁸⁷⁾	0	TBD	TBD	100 %	100 %

⁽⁸¹⁾ In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2020, the 2020 targets are carried over to 2023. They will be reviewed in the context of the new EFSA Strategy 2021-2027, informing a possible readjustment of the SOs key performance indicators and targets.

⁽⁸²⁾ The baseline for this indicator is set using the results of the third external evaluation survey performed in 2017, which was extended to cover this satisfaction survey as well. The same questions on satisfaction used in the external evaluation survey will be repeated every year in order to obtain comparable results.

⁽⁸³⁾ To explore a common service provider (shared service approach) on bibliometrics to measure the impact of EFSA outputs/publications.

⁽⁸⁴⁾ Compendium of botanicals.

⁽⁸⁵⁾ Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, AMR, food consumption, botanicals, food composition, EFSA-owned raw-data dashboards.

⁽⁸⁶⁾ Number of uploaded and curated digital objects and their increase on a yearly basis.

⁽⁸⁷⁾ This measurement is linked to the progress of the Matrix project.

2. Data collection and evidence management: widen EFSA's evidence base and optimise access to its data						
Performance indicators	Baseline	Actual	Target by 2023 ⁽⁸¹⁾			
		2019	2020	2021	2022	2023
Increased maturity in data interoperability — EIF/IMM index ⁽⁸⁸⁾	1.3 (2018)	2.7	TBD	TBD	TBD	TBD
Outcome: Improved quality of data						
Data quality ⁽⁸⁹⁾	<i>Timeliness</i>	46% ⁽⁹⁰⁾ (2018)	78%	80%	90%	90%

Table 26: Key performance indicators — SO3 — medium- and long-term impact.

3. Cooperation and expertise management: build the EU'S scientific assessment capacity and knowledge community							
Performance indicators	Baseline	Actual	Target by 2023 ⁽⁹¹⁾				
		2019	2020	2021	2022	2023	
Intermediary impact: Increased efficiency at the European and international levels							
Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU ⁽⁹²⁾	Number of Member States active in sharing RA plan	25 (2016)	25	<25	<25	<25	<25

⁽⁸⁸⁾ The index was drafted based on the European interoperability framework (EIF) recommendations developed by the [ISA2 programme](#) (interoperability solutions for public administrations, businesses and citizens). The value reported is the average of the score EFSA reached in 7 dimensions: 1) Information delivery and interoperability, 2) Business Intelligence and Data Warehousing, 3) Data management best practices, 4) Records management, 5) Data quality, 6) Information privacy and security, 7) Information and data governance.

⁽⁸⁹⁾ The data quality indicator pertains to timeliness assessed for the following annual European data collections: contaminant occurrence, pesticide residues, veterinary medicinal product residues, and zoonoses and antimicrobial resistance. The indicator is measured as an average of i) the proportion of data records submitted by the annual (legal) reporting deadline, and ii) the proportion of data records confirmed in the scientific data warehouse by the deadline for acceptance agreed with data networks. Additional dimensions of quality to be added in subsequent years.

⁽⁹⁰⁾ Within the framework of a pilot study on data quality (M-2018-0121), several indicators of data quality were measured and evaluated (e.g. timeliness, consistency, completeness). The pilot study identified timeliness as the priority data-quality indicator for improvement, and the Evidence Management Unit proposes the indicator: 'Timeliness of annual European data collections' as the focus for improvement.

⁽⁹¹⁾ In the absence of a post-2020 MFF, and as the EFSA strategy runs until end of 2020, the 2020 targets are carried over to 2023. They will be reviewed in the context of the new EFSA Strategy 2021-2027, informing a possible readjustment of the SOs, the key performance indicators and targets.

⁽⁹²⁾ Replaces the initial indicator: 'Increase of shared and decrease of duplicated/overlapping services/activities/outputs (RAs, data, methodologies) at the Member State and European/international levels'.

3. Cooperation and expertise management: build the EU'S scientific assessment capacity and knowledge community							
Performance indicators (development and roll-out of a database for sharing Member State RA activities)		Baseline	Actual	Target by 2023 ⁽⁹¹⁾			
			2019	2020	2021	2022	2023
	<i>Potential duplication identified before an activity is started</i>	Identified in a timely manner in 100% of cases	100%	100%	100%	100%	100%
	<i>Potential divergence identified before the adoption of an opinion ⁽⁹³⁾</i>	Identified in a timely manner in 100% of cases	100%	100%	100%	100%	100%
	<i>Follow-up actions within 10 days of identification of potential divergence</i>	100%	100%	100%	100%	100%	100%
Intermediary impact: Increased satisfaction of Member States, EU and international partners with regards to the building and sharing of RA capacity and a knowledge community at the organisational and individual levels, in general and via specific tools (e.g. grants)							
Satisfaction — general satisfaction and usefulness of joint outputs — via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	<i>Member States, EU, international, non-EU-country organisations</i>	56.9% (2017)	70.9%	N/A	70%	N/A	72%
	<i>Individual experts</i>	72.0% (2017)	58.8%	N/A	65%	N/A	70%
Outreach of supporting publications on grants and procurement ⁽⁹⁴⁾	<i>Number of page visits (visibility)</i>	213 048 (2018)	250 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	<i>Number of downloads (usage)</i>	201 251 (2018)	230 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	<i>Number of citations (impact) ⁽⁹⁵⁾</i>	2.47 (2018)	2.7	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual

⁽⁹³⁾ In preparation for the next strategy cycle to elaborate on the methodology that would allow divergence identification before the adoption of a scientific output.

⁽⁹⁴⁾ See performance report P3 2018. Actual 2018 figure will be updated in January 2019.

⁽⁹⁵⁾ Average per article

3. Cooperation and expertise management: build the EU'S scientific assessment capacity and knowledge community							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁹¹⁾			
			2019	2020	2021	2022	2023
Outcome: Building and sharing capacity within the RA community at organisational level							
RA Agenda take-up index	Number of joint projects awarded in the reported period	21 (2017)	5	5	5	5	5
	Number of priority areas in the EU RAA covered	12 (2017)	4	2	2	2	2
	Number of Member States that have participated in joint projects	19 (2017)	16	8	8	8	8
	Number of partners (i.e. beneficiaries) participating in consortia	35 (2017)	19	11	11	11	11
	Number of projects not funded primarily by EFSA	0 (2017)	14	4	4	4	4
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements ⁽⁹⁶⁾		5 (2016)	53	50	50	50	50
Research agenda take-up index	Number of external research project outcomes taken up in EFSA's outputs ⁽⁹⁷⁾	N/A	N/A	TBD	TBD	TBD	TBD
	Number of research projects (EU and international) in which EFSA is involved	1 (2017)	30	24	26	26	26
Participation of Member State organisations in EFSA's work programme (science grants and procurement)	Application rate for EFSA's open calls	2.15 (2017)	2.5	> 4	> 4	> 4	>4
	Number of Article 36 organisations ⁽⁹⁸⁾ applying for EFSA grants	84 (2017)	73	+3% on year N-1 target	+3% on year N-1 target	+3% on year N-1 target	+3% on year N-1 target

⁽⁹⁶⁾ Activities under international scientific cooperation agreements not related to RAA and reported under SO3 annual indicator 'Number of international cooperation activities (meetings, events, missions)'.

⁽⁹⁷⁾ In preparation for the next strategy cycle to elaborate on the methodology that would make it possible to properly monitor the indicator.

⁽⁹⁸⁾ List of competent organisations designated by the Member States which may assist EFSA with its mission, (art. 36 of Regulation EC 178/2002 and Art. 1 of Regulation EC 2230/2004).

3. Cooperation and expertise management: build the EU'S scientific assessment capacity and knowledge community							
Performance indicators		Baseline	Actual	Target by 2023 ⁽⁹¹⁾			
			2019	2020	2021	2022	2023
Outcome: Building and sharing within the RA community at individual level							
Increased common expertise pool coverage and availability index	Number of TOTAL applicants for panel renewals	1 150 (2015)	N/A	1 265	N/A	N/A	N/A
	Number of ELEGIBLE applicants for panel renewals	900 (2015)	N/A	1 080	N/A	N/A	N/A
	Balance of applicants (total and eligible) for panel renewals, in terms of age (<40 years/40-55 years/>55 years)	23%/49%/28% (2017)	N/A	25% /50%/ 25%	N/A	N/A	N/A
	Balance of applicants (total and eligible) for panel renewals, in terms of gender (men/women)	55%/45% (2017)	N/A	50%/50%	N/A	N/A	N/A
	Balance of applicants (total and eligible) for panel renewals, in terms of geographic location (Mid-western Europe/Eastern Europe)	88%/12% (2017)	N/A	80%/20%	N/A	N/A	N/A
	Elapsed 'time to hire' for working-group experts	3 months (2019) ⁹⁹	3 months	TBD	TBD	TBD	TBD
	Outcome: Strengthened capacity using innovative ways						
Number of innovative approaches (crowdsourcing, cognitive computing, artificial intelligence) included in EFSA's strategy implementation plan (original or revised) having been further developed in the different areas of EFSA's work ⁽¹⁰⁰⁾ (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in RA) ⁽¹⁰¹⁾		N/A	N/A	TBD ⁽¹⁰²⁾	TBD	TBD	TBD

⁽⁹⁹⁾ Data is available for baseline to be presented to the EMP Board in March 2020. The number represents the average difference in days between the approval date of a Working Group by the relevant Head of Unit and the hire date of an expert, as recorded in EFSA's recruitment tool. Only Working Groups created between 01. 01. 2019 and 31. 12. 2019 are considered.

⁽¹⁰⁰⁾ E.g. in scientific assessments (literature search, data collection, hazard/risk identification, risk characterisation, exposure assessment) or other processes (e.g. DoI screening).

⁽¹⁰¹⁾ Update of the indicator: 'Share of outputs produced using new types of capacity'.

⁽¹⁰²⁾ In the context of the definition of EFSA's innovation process, which will be piloted in 2020

Table 27: Key performance indicators — SO4 — medium- and long-term impact.

4. Preparedness and method development: prepare for future risk assessment challenges							
Performance indicators		Baseline	Actual	Target by 2023 ⁽¹⁰³⁾			
			2019	2020	2021	2022	2023
Intermediary impact: Increased effectiveness of preparedness and response							
Preparedness with data, methods and expertise to address a RA question when received and mutually agreed	Percentage of questions for which data are readily available ⁽¹⁰⁴⁾	79% (2018)	78%	81%	81%	81%	81%
	Percentage of questions for which methods are readily available ⁽¹⁰⁵⁾	88% (2018)	93%	92%	92%	92%	92%
	Percentage of questions for which expertise is readily available ⁽¹⁰⁶⁾	91% (2018)	98%	98%	98%	98%	98%
	Percentage of questions (regular and urgent) delivered within the initially agreed timelines ⁽¹⁰⁷⁾	94.3% (2018)	91.7%	95%	95%	95%	95%
Intermediary Impact: Increased satisfaction of stakeholders with regards to EFSA’s preparedness, methodologies, and response							
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	Risk managers (EU/Member States)	66.6% (2017)	78.8%	N/A	79%	N/A	80%
	Stakeholders (general)	66.3% (2017)	70.1%	N/A	70%	N/A	72%
	Member States, EU, international, non-EU-country organisations	69.9% (2017)	71.4%	N/A	72%	N/A	74%

⁽¹⁰³⁾ In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2020, the 2020 targets are carried over to 2023. They will be reviewed in the context of the new EFSA Strategy 2021-2027, informing a possible readjustment of the SOs key performance indicators and targets.

⁽¹⁰⁴⁾ Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

⁽¹⁰⁵⁾ Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

⁽¹⁰⁶⁾ Under development through the new procedure of frontloading and follow-up Portfolio Coordination Office activities during the discussion of the mandates' feasibility.

⁽¹⁰⁷⁾ Initially agreed deadline versus updated deadline, only applicable for negotiated deadlines.

4. Preparedness and method development: prepare for future risk assessment challenges							
Performance indicators		Baseline	Actual	Target by 2023 ⁽¹⁰³⁾			
			2019	2020	2021	2022	2023
Use of EFSA's guidance (access, downloads, citations) ⁽¹⁰⁸⁾	Number of page visits (visibility)	362 409 (2018)	395 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Number of downloads (usage)	348 223 (2018)	365 000	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
	Number of citations (impact)	2.97 (2018)	3.15	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual	+5% on year N-1 actual
Use of EFSA's methodologies (access, downloads, citations) ⁽¹⁰⁹⁾		N/A	N/A	TBD	TBD	TBD	TBD
Use of EFSA's tools (statistical models) ⁽¹¹⁰⁾		687 (2018)	1 719	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual
Outcome: Fostered use of new approaches and enhanced ability to anticipate and respond to risks							
Number of capabilities included in EFSA's strategy implementation plan (original or revised) ⁽¹¹¹⁾ having been further developed (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in RA) ⁽¹¹²⁾		0 (2016)	10	15	8	8	8
Outcome: Accessibility of EFSA methods and tools							
Number of methods and tools readily accessible for use by external users (available in online repositories and on platforms) ⁽¹¹³⁾		To be calculated in 2020	N/A	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual	+10% on year N-1 actual

⁽¹⁰⁸⁾ From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018 (see performance report P3 2018). Actual 2018 figure will be updated in January 2019.

⁽¹⁰⁹⁾ To be developed in 2019 within the context of the further development of the Knowledge Junction, in the context of exploring the use of bibliometrics to measure the impact of EFSA outputs/publications (see also SO2 intermediate impact indicator 'Use and reuse of EFSA's accessible data and evidence'.

⁽¹¹⁰⁾ Measuring the overall registered users in R4EU platform.

⁽¹¹¹⁾ Defined in 2017: plant health preparedness; vector-borne diseases and wild animal diseases; trace-back, trace-forward methodologies; AMR; endocrine disruptors; epigenetics; chemical mixtures/cumulative exposure assessment; nanotechnology; read-across; human variability; human biomonitoring; developmental neurotoxicity testing strategy; food-borne viruses; campylobacter from farm to fork; predictive modelling for biological risks; microorganisms as plant protection products; microbiological criteria; WGS; animal-based indicators for animal welfare RA; environmental RA — bee health; environmental RA — landscape-based framework; environmental RA — spatially explicit ecotoxicology, and fate and behaviour; risk-based food-inspection tools — risk ranking of biological and chemical hazards; risk-based food-inspection tools — development of surveys and surveillance schemes.

⁽¹¹²⁾ Update of the indicator: 'Number and proportion of new approaches (self-tasks and internal mandates) moving from feasibility to piloting, endorsement of guidance documents, training and application in risk assessments according to plan'.

⁽¹¹³⁾ Software-upload statistics from the Knowledge Junction

4. Preparedness and method development: prepare for future risk assessment challenges						
Performance indicators	Baseline	Actual	Target by 2023 ⁽¹⁰³⁾			
		2019	2020	2021	2022	2023
Outcome: Harmonisation of RA methodologies						
Increase in the use of cross-cutting guidance documents by EFSA panels ⁽¹¹⁴⁾	N/A	N/A	TBD	TBD	TBD	TBD
Use of ‘compulsory’ guidance documents by panels and working groups	N/A ⁽¹¹⁵⁾	N/A	TBD	TBD	TBD	TBD

Table 28: Key performance indicators — SO5 — medium- and long-term impact.

5. Organisational performance: Create an environment and culture that reflect EFSA’s values							
Performance indicators		Baseline	Actual	Target by 2023 ⁽¹¹⁶⁾			
			2019	2020	2021	2022	2023
Intermediary impact: Sound operational performance							
Proportion of KPIs in programming documents reaching target	Intermediate impact	71% (2017)	83%	80%	80%	80%	80%
	Outcome	100% (2017)	91%	90%	90%	90%	90%
	Activity/output	73.5% (2017)	84%	95%	95%	95%	95%
Clean discharge (by the European Parliament) achieved	Discharge is granted	Yes	Yes	Yes	Yes	Yes	Yes
	Accounts are closed	Yes	Yes	Yes	Yes	Yes	Yes
	Observations are followed up within the prescribed deadlines	100%	100%	100%	100%	100%	100%

⁽¹¹⁴⁾ TBD in the context of further developing the EPA and specifically the 'methodologies management' process. It would be measured counting the number of citations of cross-cutting guidance in EFSA Journal — linked to the Wiley report.

⁽¹¹⁵⁾ This indicator is linked to the relevant SOP on use of compulsory guidance. The SOP is not in place yet so the indicator is suspended.

⁽¹¹⁶⁾ In the absence of a post-2020 MFF, and as the EFSA strategy runs until the end of 2020, the 2020 targets are carried over to 2023. They will be reviewed in the context of the new EFSA Strategy 2021-2027, informing a possible readjustment of the SOs key performance indicators and targets.

5. Organisational performance: Create an environment and culture that reflect EFSA’s values							
Performance indicators		Baseline	Actual	Target by 2023 ⁽¹¹⁶⁾			
			2019	2020	2021	2022	2023
Intermediary Impact: Efficiency							
Improved ratio of effort (FTE) spent in operational versus support activities		73.5/26.5 (2016)	74/26	75/25	75/25	75/25	75/25
Efficiency index in EFSA’s activities	For mature ⁽¹¹⁷⁾ processes: improved index (ratio of output and quality/satisfaction versus input)	TBD	N/A	TBD	TBD	TBD	TBD
	Process maturity index ⁽¹¹⁸⁾ : percentage of mature versus total processes	TBD	N/A	TBD	TBD	TBD	TBD
	Projects: improved index (delivery on budget, on time, in scope or better)	77% (2017)	74.3%	89%	90%	90%	90%
Outcome: People and culture							
Staff engagement index via feedback survey (based on biannual survey — interagency framework)	Total favourable	63% (2015)	66%	N/A	TBD	N/A	TBD
	Total engagement	76% (2015)	79%	N/A	TBD	N/A	TBD
	Organisational awareness/commitment ⁽¹¹⁹⁾	93% (2017)	94%	N/A	TBD	N/A	TBD
Management and leadership index	Management feedback survey: line management	69% (2016)	74% ¹²⁰	70%	N/A	TBD	N/A
	Management feedback survey: leadership	46% (2016)	58% ¹²¹	60%	N/A	TBD	N/A
	Occupancy rate	95% (2016)	97.6%	92.5%	93.5%	93.9%	96.9%
	Statutory staff year average ¹²² Of which EFSA baseline ¹²³			97%	97%	97%	97%

⁽¹¹⁷⁾ Mature processes are those that have been defined and fully characterised in the EPA (including with input/output relationships and clear efficiency targets/SLAs); mapping to be finalised by the end of 2018, measurement to start from 2019 onwards.

⁽¹¹⁸⁾ Mapping to be finalised by the end of 2018, measurement to start from 2019 onwards.

⁽¹¹⁹⁾ This indicator reflects the extent to which EFSA staff put EFSA's values (scientific excellence, independence, openness, innovation and cooperation) into practice.

⁽¹²⁰⁾ As reported in Staff Engagement Survey 2019, dimension 9 (line manager)

⁽¹²¹⁾ As reported in Staff Engagement Survey 2019, dimension 11 (leadership)

⁽¹²²⁾ The outcome, impacted by the progressive implementation of the TR additional capacity, would be to set a growing occupancy rate target, from around (rounded) 92% in 2020 to 97% in 2023 when EFSA will be back into a "cruising speed" status.

⁽¹²³⁾ 2019 baseline capacity: the target has been set at 97%, in line with the 2019 actuals

5. Organisational performance: Create an environment and culture that reflect EFSA's values							
Performance indicators		Baseline	Actual	Target by 2023 ⁽¹¹⁶⁾			
			2019	2020	2021	2022	2023
	TR additional capacity ¹²⁴	N/A	N/A	45%	73%	81%	97%
	Competence management maturity level: Feedback of participants in managers' development programme 2018	TBD	N/A	N/A	N/A	N/A	N/A
	Competence management maturity level: EFSA's compliance with European skills/competences and occupations	86% (2017)	86%	86%	86%	100%	100%
Outcome: Compliance ⁽¹²⁵⁾							
Compliance index (laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of 'critical', 'significant' or 'very important' findings (European Court of Auditors, Internal Audit Service of the European Commission, audit adviser)	4 (2016)	2	<5	<5	<5	<5
Outcome: Enabling work environment							
Innovative collaboration methods supported by world-class IT tools ⁽¹²⁶⁾	Percentage of telemeetings (experts and networks) in relation to total meetings (telemeetings + physical meetings) ⁽¹²⁷⁾	15% (2016)	30%	≥25%	≥25%	≥25%	≥25%
	Ratio of internal to external email traffic (staff, experts, networks) ⁽¹²⁸⁾	95%/5% (2017)	55/45 (2018)	TBD	TBD	TBD	TBD
	Social collaboration platforms (number of active working groups of experts and active networks) ⁽¹²⁹⁾	N/A	15 (2018)	39	TBD	TBD	TBD

⁽¹²⁴⁾ TR additional capacity: for each budget year the plan is to reach the occupancy rate of around 50% in relation to the additional capacity of that year, on these posts the target is then to get close to the 100% rate in the next years

⁽¹²⁵⁾ To be measured in the context of the new internal control framework monitoring criteria (see table in Appendix C.ii).

⁽¹²⁶⁾ The sub-indicator 'Physical meetings (staff)' has been deleted.

⁽¹²⁷⁾ Update of the indicator: 'Ratio of physical meetings versus tele-meetings (experts and networks)'.

⁽¹²⁸⁾ Total emails received annually (average): 5.2 million/total emails sent annually (average): 2.1 million, of which EFSA internal traffic: 2.0 million = 95%. Less than 5 % of all use of email by EFSA is for the purpose of communicating with its customers and suppliers outside EFSA premises.

⁽¹²⁹⁾ Pending decision later in 2019.

5. Organisational performance: Create an environment and culture that reflect EFSA’s values						
Performance indicators	Baseline	Actual	Target by 2023 ⁽¹¹⁶⁾			
		2019	2020	2021	2022	2023
Outcome: Capabilities						
Performance-based management maturity level	Between stages 2&3 (2017)	Between stages 3&4 (2018)	Between stages 3&4	Between stages 3&4	Between stages 3&4	Between stages 3&4
World-class IT maturity level (PEMM model) ⁽¹³⁰⁾	1.7 (2017)	2.0 (2018)	2.1	2.1	2.1	2.1

Table 29: Key performance indicators — global impact.

GLOBAL IMPACT: TRUST AND CONFIDENCE OF STAKEHOLDERS IN EFSA'S CONTRIBUTION TO THE PROTECTION OF PUBLIC HEALTH RELATING TO THE FOOD CHAIN	
Indicator	Description
Synthesis of feedback via surveys from stakeholders, and evaluation reports (by 2020)	This indicator measures the extent to which EFSA achieves a positive/improved image and an improved level of confidence, and EFSA is recognised by stakeholders as a key actor in protecting public health relating to the food chain

⁽¹³⁰⁾ It was decided to opt for the PEMM instead of the COBIT model as it is the most appropriate for EFSA and as it could possibly be applied to other processes.

Appendix C.ii — Internal control framework monitoring criteria

EFSA's Internal Control Framework is designed to provide reasonable assurance regarding the achievement of five objectives set out in Article 30 of the EFSA financial regulation: (i) effectiveness, efficiency and economy of operations; (ii) reliability of reporting; (iii) safeguarding of assets and information; (iv) prevention, detection, correction and follow-up of fraud and irregularities; and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. This framework supplements the financial regulation and other applicable rules and regulations with a view to aligning EFSA's Internal Control Framework with the principles set out by the Commission. The Internal Control Framework consists of five internal control components and 17 principles based on the COSO internal control framework.

Table 30: Internal control framework monitoring criteria.

Internal control principle	Monitoring criteria	Baseline — 2018	Actual — 2019	Target for 2020
Control environment				
EFSA demonstrates a commitment to integrity and ethical values.	% of EFSA staff participating in mandatory training on ethics and integrity.	100%	TBD	100%
	% of experts with approved annual Declaration of Interest (DOI) before first meeting invitation.	100%	TBD	100%
The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control.	Audit results from the European Court of Auditors and the Internal Audit Services of the European Commission together with the activities and achievements that support EFSA's Management Assurance are reported to the Management Board.	Yes	TBD	Yes
Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives.	EFSA has a defined Accountability Framework that includes the following four components: governance and decision-making, results-based management, quality management and assurance.	Project on track	TBD	Project on track

Internal control principle	Monitoring criteria	Baseline – 2018	Actual – 2019	Target for 2020
EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.	EFSA created the Expertise Management Programme (EMP) developing a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts, to benefit from the best expertise available.	Programme benefits monitored	TBD	Programme benefits monitored
EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives.	Staff engagement survey: EFSA is accountable for its actions (%)	NA	TBD	65%
Risk Assessment				
EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.	EFSA's Performance Management translates strategic objectives into an annual work programme linking specific activities to each strategic area.	Yes	TBD	Yes
EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.	Risk Management is embedded in the EFSA Process Management methodology and integrated into the annual activity planning.	Yes	TBD	Yes
EFSA considers the potential for fraud in assessing risks to the achievement of objectives.	EFSA has an up to date anti-fraud strategy in accordance with the European Anti-Fraud Office methodology and guidance.	Fitness Check performed	TBD	At least once every three years
EFSA identifies and assesses changes that could significantly impact the internal control system.	Process owners, project and programme managers identify significant changes that are assessed by the respective governance bodies within EFSA.	Yes	TBD	Yes
Control activities				
EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.	EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Yes	TBD	Yes
EFSA selects and develops general control activities over technology to support the achievement of objectives.	A Disaster Recovery Plan is designed, with cloud services to serve as disaster recovery infrastructure and disaster recovery systems replicated in a remote site.	Yes	TBD	Yes

Internal control principle	Monitoring criteria	Baseline – 2018	Actual – 2019	Target for 2020
EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.	Number of non-conformities/financial & non-financial exceptions/respective financial impact.	Less than 120/less than 90/no more than EUR 150.000	TBD	Less than 120/less than 90/no more than EUR 150.000
Information and communication				
EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	EFSA's Management Assurance includes the Information Management pillar that deals with information security, records management and data protection.	Yes	TBD	Yes
EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.	Internal Control monitoring criteria are incorporated into the Programming Document and differentiated from performance indicators.	Yes	TBD	Yes
EFSA communicates with external parties about matters affecting the functioning of internal control.	EFSA publishes its Annual Report that includes a dedicated chapter on EFSA's Management Assurance activities.	Yes	TBD	Yes
Monitoring activities				
EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.	The EFSA Management Assurance activities including the respective control activities are endorsed by the Assurance Council and included in EFSA's Annual Work plan.	Yes	TBD	Yes
EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Management Board, as appropriate.	The results of the assessments of the internal control system defined within the 10 Assurance Pillars are reviewed and endorsed by the Assurance Council and reported in the EFSA Assurance Report.	Yes	TBD	Yes

Appendix D — Projects and process improvement initiatives per strategic objective

The projects included in EFSA's portfolio are included in this section (Tables 31b and 31c), together with an estimation of efficiency gains obtained through specific projects that aim at the generation of 'free capacity' (Table 31a).

Table 31a: Sources of human resource capacity increase (FTEs) ⁽¹³¹⁾ (numbers in each column represent the cumulative increase/decrease up to that year).

Source	Programme	Project	2015	2016	2017	2018	2019	2020	2021	2022
Efficiency gains ⁽¹³²⁾	IMP	EFSA Journal outsourcing	0.0	1.0	1.0	8.8	8.8	8.8	8.8	8.8
		EFSA website update (AGORA)	0.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5
		Records and correspondence management	0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5
		Regulated products workflow (Matrix)	0.0	0.0	0.0	0.0	0.0	0.5	3.0	3.0
		Scientific data warehouse (SDWH)	1.3	1.3	1.5	1.8	2.1	2.1	2.1	2.1
		NWOW (ART) and digital collaboration ⁽¹³³⁾	0.0	0.0	0.0	0.0	1.0	2.0	2.0	2.0
		BIKE	0.0	0.0	0.0	0.0	0.0	1.3	1.3	1.3
		Total IMP	1.3	3.8	4.5	12.6	13.9	16.7	19.2	19.2

⁽¹³¹⁾ The list includes key efficiency initiatives targeted through specific projects and that aim at the generation of 'free capacity' that could be used elsewhere, therefore it is not fully comprehensive (e.g. it does not include incremental efficiencies via process streamlining or shared services and synergies with Member States and EU institutions expected to yield 'shared' benefits in the medium to long term). Figures indicating efficiency gains are to be considered as cumulative, for example. 'Mission centralisation and travel outsourcing' will produce efficiency gains of 4 FTEs in 2018, which will become 6.5 in 2019 and be carried over to 2020 and 2021. This is a 'living' table, to be updated as a result of the actual implementation of the projects over the years.

⁽¹³²⁾ Efficiency initiatives often have financial benefits in addition to or instead of FTE efficiencies. These financial savings are beneficial to EFSA human resource capacity by releasing the financial constraints that may limit the achievement of higher occupancy rates.

⁽¹³³⁾ New efficiency initiatives (e.g. NWOW, digital collaboration, BIKE) starting in 2019, and FTE savings are at the heart of the business case.

Source	Programme	Project	2015	2016	2017	2018	2019	2020	2021	2022
	STEP 2018	STEP 2018 and paperless workflow	14.0	17.0	19.0	19.0	19.0	19.0	19.0	19.0
	EMP	Mission centralisation and travel outsourcing ¹³⁴	0.0	0.0	0.0	4.0	4.0	7.0	7.0	7.0
		Obligations and rights management (Sysper) ¹³⁵	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0
		Talent management ¹³⁶	0.0	0.0	0.0	0.0	3.0	5.0	5.0	5.0
		Total EMP	0.0	0.0	0.0	4.0	9.0	14.0	14.0	14.0
	ART programme	TBD							14.0 (¹³⁷)	28.0
Efficiency gains total			15.3	20.8	23.5	35.6	41.9	49.7	66.2	80.2

Table 31b: Projects and process improvement initiatives per SO — timelines and allocated resources overview.

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
SO1-INTERMEDIARY IMPACT - Increased satisfaction of stakeholders regarding EFSA outputs, process, and communication																
1			End2End Science - ART	1,182,000	19.45	05/03/2019	31/12/2021									
SO1-OUTCOME - enhanced outreach of communication																
2	Closed		Social Media 2020	124,040	6.71	11/04/2017	31/12/2019									
SO1-OUTCOME - Increased engagement of stakeholders in scientific activities																
3	Closed		Reputation Management	70,000	0.33	01/01/2016	31/12/2019									
4			Large scale Engagement ART	500,000	1	01/01/2020	31/12/2021									
5			Engagement and Risk Communication (EN.RI.CO) ART	1,810,000	6.72	25/09/2019	31/12/2021									
6	Closed		Stakeholders engagement	24,500	1.33	28/07/2017	31/12/2019									

⁽¹³⁴⁾ Project closed and overachieved with redeployment of 2 additional FTE⁽¹³⁵⁾ Delay of one year in the project with Go-live postponed by the EC⁽¹³⁶⁾ Delay of one year with the late onboarding of a competency manager⁽¹³⁷⁾ Savings from the ART programme are an objective for the programme and have been calculated as an average year-on-year 3 % efficiency improvement at EFSA level (all processes). This efficiency improvement is expected, among other things, to cover the scientific complexity increase (calculated as an average 2 % year-on-year demand increase only on scientific processes).

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
SO1-OUTCOME - Full availability of documentation relevant to EFSA scientific outputs																
7			Notification of studies -IMP	977,400	7.45	11/10/2019	31/12/2022									
SO2- INTERMEDIARY IMPACT - Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data																
8			Information management programme - IMP	1,670,000	14.92	01/07/2014	31/12/2023									
SO2-OUTCOME - Improved access to data																
9	Closed		Open ScaIE project: EFSA Open Scientific Advanced Information and Evidence Hub Project - IMP	127,234	1.74	15/12/2015	31/12/2019									
10			Matrix- IMP	9,092,147	17	09/11/2016	31/12/2020									
11			Data collection and analyses process on animal disease outbreaks and surveillance IMP	1,145,000	5.67	01/01/2018	31/12/2020									
12			DATA DOI - IMP	124,933	2.62	22/02/2017	31/12/2020									
SO2-OUTCOME - Increased standardisation and interoperability of data																
13			Support to national dietary surveys in compliance with the EU Menu methodology	930,000	5	18/05/2016	31/12/2023									
14	Closed		Introduction of a framework for Information Access Management in EFSA	489,656	1.83	28/10/2015	31/12/2019									
15	On Hold		Framework Partnership Agreement on Data Quality	2,904,428	2.05	03/10/2017	31/12/2022									
SO2-OUTCOME - Wider data coverage																
16			Integrated spatial analysis for biological Risk Assessment RAMPRO	471,245	4.29	01/01/2020	31/12/2023									
17			Interoperating system for WGS data collection for multi-country outbreak investigation	900,000	3.38	01/01/2020	31/12/2022									
SO3- INTERMEDIARY IMPACT - Increased satisfaction of MS and international stakeholders with regard to the building and sharing of risk assessment capacity and a knowledge community																
18	Closed		Third Scientific Conference	1,075,967	3.54	16/03/2017	30/06/2019									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
19			Building a wider food safety research community	152,250	7.71	01/01/2019	31/12/2023									
SO3- INTERMEDIARY IMPACT - Increased efficiency at European and international level																
20			Expertise Management Programme - EMP	379,900	2.1	22/09/2015	31/12/2021									
21			FEED production model	85,014	1.2	01/01/2019	31/12/2022									
SO3-OUTCOME - Building and sharing within the risk assessment community at individual level																
22	Closed		External Talent Pool EMP	54,000	1.82	03/02/2017	31/12/2017									
23			Mapping of European Centres of competence	585,000	0.46	01/01/2020	31/12/2022									
24			Knowledge & Innovation Communities (KICs)	5,000	8.74	22/08/2017	31/12/2023									
SO3-OUTCOME - Building and sharing within the risk assessment community at organisational level																
25			Strategic Approach to International Cooperation - RAMPRO	60,000	N/A	04/04/2017	31/12/2020									
26			Pre-accession project - Preparatory measures for the participation of IPA beneficiaries in EFSA	820,000	7.38	08/10/2014	31/12/2021									
27	Process		EU-FORA: Fellowship Programme	1,294,000	4	31/05/2016	31/12/2018									
28	Closed		Innovative approach for Article 36 networking and management of the List	224,976	2.17	21/07/2016	31/12/2019									
SO3-OUTCOME - Strengthened capacity using innovative ways																
29			Joining forces at EU level on the implementation of Artificial Intelligence	780,640	1.84	01/01/2019	31/12/2020									
30	Closed		Hackathon	60,000	0.45	25/04/2018	31/12/2019									
31			Outsourcing on the application on Next Generation Sequencing on noroviruses	200,000	0.38	01/01/2018	31/12/2020									
32			CROWDSOURCING: Engaging communities effectively in scientific assessment	1,525,000	2.91	11/11/2015	31/12/2023									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
SO4- INTERMEDIARY IMPACT - Increased effectiveness of preparedness and response																
33		4.1 - Preparedness	PLH preparedness to the risks of new plant pests	649,820	0.94	04/10/2017	31/12/2023									
34	Closed	4.2 - Chemical RA	Implementation of the Guidance on the establishment of residue definition for dietary risk assessment - RAMPRO	300,000	0.64	11/04/2017	31/12/2019									
35	On hold	4.3 - Environmental RA	Guidance on non-target terrestrial organisms - RAMPRO	171,600	0.76	01/08/2017	31/12/2019									
36	Closed	4.4 - Biological RA	PLH procurement on Xylella vectors	400,000	0.8	08/09/2017	31/12/2019									
37	Closed	4.5 - RA Methodology development -horizontal	Adjusting for threats to validity in individual studies - RAMPRO	90,000	0.37	11/07/2017	31/12/2019									
38		4.5 - RA Methodology development -horizontal	Benchmark Dose Model (BMD) - RAMPRO	185,000	0.53	30/05/2017	31/12/2021									
39	Closed	4.6 - RA Methodology development -sectoral	Revision of the Guidance on tiered risk assessment for plant protection products for aquatic organisms in edge-of-field surface - RAMPRO	0	0.8	01/01/2019	31/12/2019									
40	Closed	4.6 - RA Methodology development -sectoral	Scientific Opinion on the updated proposal for an Aged Soil Adsorption Guidance	50,000	0.34	10/05/2017	31/12/2018									
41	Closed	4.6 - RA Methodology development -sectoral	Pesticides in food for infants and young children - RAMPRO	79,488	1.35	18/10/2016	31/12/2018									
42		4.6 - RA Methodology development -sectoral	Revision of the EFSA Guidance on Risk assessment for Birds and Mammals RAMPRO - RAMPRO	124,144	1.89	23/05/2017	31/12/2020									
SO4-OUTCOME - Fostered use of new approaches and enhanced ability to anticipate and respond to risks																

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#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
43		4.1 - Preparedness	RAM-Pro: Risk Assessment Methodology Programme - RAMPRO	0	9.54	16/06/2017	31/12/2023									
44		4.4 - Biological RA	Capacity building for microbiome assessment RAMPRO	375,000	1.55	01/01/2020	31/12/2023									
45		4.1 - Preparedness	EFSA's activities on emerging risks - RAMPRO	1,099,000	5.05	31/10/2014	30/06/2022									
46		4.1 - Preparedness	Risk Assessment Tools for the Safety of Global Food and Feed Supply Chains (FPA BfR)	766,500	3.02	02/12/2016	31/12/2021									
47		4.2 - Chemical RA	Implementation of Cumulative Risk Assessment of Pesticides (part 1) - RAMPRO	0	4.65	01/07/2014	31/12/2020									
48		4.2 - Chemical RA	Implementation of Cumulative Risk Assessment of Pesticides (part 2) - RAMPRO	1,356,816	3.05	01/01/2016	31/12/2022									
49		4.3 - Environmental RA	Data collection in support of the endocrine disruption (ED) assessment for non-target organisms	125,818	0.2	01/08/2018	31/01/2020									
50	Closed	4.2 - Chemical RA	Development of conversion model for recoding food commodities used in pesticide residues	0	0.2	01/01/2018	31/12/2019									
51		4.2 - Chemical RA	In vitro comparative metabolism	74,670	0.34	01/01/2018	31/12/2021									
52	Deprioritised	4.2 - Chemical RA	Use and reporting of historical control data (HCD) for the carcinogenesis studies - RAMPRO	20,310	0	01/01/2018	31/12/2019									
53		4.2 - Chemical RA	Allergenicity of GM plants	225,000	0.47	04/04/2017	31/12/2020									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
54		4.2 - Chemical RA	Integrating new approaches in chemical risk assessment - RAMPRO	400,000	3.5	18/11/2015	31/12/2020									
55		4.2 - Chemical RA	Exploring in silico protein toxicity prediction methods- RAMPRO	100,000	0.07	25/09/2018	31/12/2020									
56		4.2 - Chemical RA	Development of an in-silico tool for HLA-DQ-peptide modelling - RAMPRO	180,000	0.44	01/01/2018	31/12/2021									
57		4.3 - Environmental RA	EFSA Guidance Document for predicting environmental concentrations of active substances of plant protection products in soil - RAMPRO	250,600	2.64	06/06/2017	31/12/2020									
58	Closed	4.3 - Environmental RA	EFSA Guidance on completing risk assessment for active substances that have isomers	42,500	1.7	26/01/2017	31/12/2019									
59			Food & Feed classification for tracing purposes	400,000	0.6	01/01/2020	31/12/2021									
60			Data collection tool for tracing purposes in the context of urgent scientific advice	350,000	0.77	01/01/2020	31/12/2021									
61		4.3 - Environmental RA	Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides - RAMPRO	471,245	1.1	30/05/2017	31/12/2021									
62		4.2 - Chemical RA	Read across for Chemical Risk Assessment in food safety RAMPRO	370,000	0.75	01/01/2020	31/12/2023									
63		4.4 - Biological RA	Syndromic Surveillance RAMPRO	410,000	2.4	01/01/2020	31/12/2021									
64			Repair action of the FOCUS surface water scenarios	87,000	0.95	21/12/2016	31/12/2020									

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#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
65	On hold	4.3 - Environmental RA	Developing protection goals terrestrial non-target organisms RAMPRO	0	0	N/A	N/A									
66		4.3 - Environmental RA	Request for a statement on a framework for conducting the environmental exposure and risk assessment for transition metals when used as active substances in plant protection products (PPP) - RAMPRO	0	2	04/06/2019	31/12/2021									
67		4.3 - Environmental RA	Lepidoptera model - RAMPRO	200,000	0.36	01/01/2018	31/12/2020									
68		4.3 - Environmental RA	MUST-B : EU efforts towards the development of a holistic approach for the risk assessment on Multiple STressors in Bees -RAMPRO	1,563,501	3.63	28/02/2017	31/12/2021									
69		4.4 - Biological RA	Role of environment in the emergence and spread of antimicrobial resistance through the food chain	27,552	0.5	01/01/2019	31/12/2020									
70	Process	4.4 - Biological RA	QPS self-task 2017-2019	81,000	2.2	16/11/2016	31/12/2019									
71		4.4 - Biological RA	Arthropod vectors	2,121,740	2.75	01/01/2018	31/12/2022									
72		4.4 - Biological RA	Wildlife surveillance RAMPRO	1,270,193	1.3	10/03/2017	31/12/2022									
73			WGS Umbrella - IMP	495,035	5.73	25/07/2017	31/12/2020									
74		4.4 - Biological RA	Synthetic Biology -RAMPRO	60,000	8.41	01/01/2019	31/12/2021									
75	Closed	4.4 - Biological RA	Next generation sequencing	29,370	0.6	01/01/2018	31/12/2019									
76		4.6 - RA Methodology development -sectoral	Guidance documents for the substantiation of health claims	58,206	1.39	12/04/2016	31/12/2023									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
77		4.6 - RA Methodology development -sectoral	Update of the guidance on the renewal of feed additives authorisations	275,000	4	13/11/2015	31/12/2020									
78	Closed	4.6 - RA Methodology development- sectoral	Scientific opinion on the state of the science of pesticide risk assessment for bats -RAMPRO	39,200	0.6	01/01/2018	31/12/2019									
79		4.6 - RA Methodology development -sectoral	Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment	114,500	1.35	26/01/2018	31/12/2020									
SO4-OUTCOME - Accessibility of EFSA methods and tools																
80		4.2 - Chemical RA	EU Database of processing factors RAMPRO	400,000	0.48	01/01/2020	31/12/2023									
81		4.6 - RA Methodology development -sectoral	EFSA Toolkit for BMD analysis RAMPRO	224,000	0.75	01/01/2020	31/12/2022									
82		4.2 - Chemical RA	Pesticide residue intake model (PRIMO rev. 4) - RAMPRO	100,000	1.1	01/01/2020	31/12/2020									
83		4.6 - RA Methodology development -sectoral	Animal dietary exposure assessment in EFSA: integration of existing FEED RAMPRO	9,000	0.44	01/01/2019	31/12/2020									
84		4.3 - Environmental RA	Concept paper on the development of a platform of data and tools in landscape-based Environmental Risk assessment (ERA) - RAMPRO	0	0.48	01/01/2019	31/12/2020									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
85			R Services for EU projects (R4EU): Assistance to the Assessment and Methodological support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad-hoc R consultation (bug fixing, convergence issues faced, code optimization)	2,124,398	3.55	18/11/2015	31/12/2023									
SO4-OUTCOME - Harmonisation of risk assessment methodologies																
86		4.2 - Chemical RA	Update of the EFSA pesticides genotoxicity database RAMPRO	150,000	0.57	01/01/2020	31/12/2022									
87		4.2 - Chemical RA	Scientific Committee Guidance on aneugenicity assessment RAMPRO	0	0.47	01/01/2020	31/12/2020									
88	On hold	4.1 - Preparedness	Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA) -RAMPRO	6,000	0.37	26/01/2017	31/12/2019									
89			Microbiological Risks related to the use of water in processing and handling of fruits and vegetables and related control options	20,000	0.5	01/01/2020	31/12/2021									
90		4.2 - Chemical RA	OECD Metapath: Incorporation of pesticide residue data - RAMPRO	716,300	0.41	01/01/2019	31/12/2021									
91		4.5 - RA Methodology development-horizontal	Guidance on how to characterise, document and explain uncertainties in risk assessment -RAMPRO	270,000	3.61	25/11/2014	31/12/2022									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
92		4.5 - RA Methodology development -horizontal	Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed RAMPRO	376,500	3.44	17/01/2017	31/12/2022									
93		4.5 - RA Methodology development -horizontal	MixTox: Developing harmonised methods for the risk assessment of combined exposure to multiple chemicals RAMPRO	0	2.8	13/01/2015	31/12/2022									
94		4.5 - RA Methodology development -horizontal	Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) RAMPRO	224,770	1.64	10/05/2017	31/12/2022									
95		4.5 - RA Methodology development -horizontal	Review of the evidence for non-monotonic dose-responses RAMPRO	0	0.32	01/01/2019	31/12/2020									
96		4.5 - RA Methodology development -horizontal	Scientific Committee guidance on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific assessments RAMPRO	52,024	1.34	01/01/2019	31/12/2022									
97	On hold		Standing working group on ecotoxicology effect modelling	0	0	N/A	N/A									
98		4.5 - RA Methodology development -horizontal	Mapping, development, implementation and dissemination of cross-cutting RA guidance documents -RAMPRO	0	0.51	16/01/2018	31/12/2020									
99			Derivation of Health Based Guidance values (HBGV) for food additives and other regulated products that are also nutrients	0	0.45	09/07/2019	31/12/2020									
100		4.3 - Environmental RA	Revision of the EFSA Guidance of the Risk assessment of plant	141,000	4.26	25/07/2019	31/12/2023									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
			protection products Bees RAMPRO													
101		4.3 - Environmental RA	Critical appraisal forms for ecotox studies RAMPRO	300,000	0.33	01/01/2020	31/12/2021									
102		4.5 - RA Methodology development -horizontal	Development of Adverse Outcome pathways relevant for the identification - RAMPRO	171,940	1.5	23/10/2018	31/12/2022									
103		4.5 - RA Methodology development -horizontal	EFSA Framework for problem formulation RAMPRO	249,071	1.5	26/04/2019	31/12/2021									
104			Food Allergens	0	0.44	30/01/2018	31/12/2021									
105			Update of the guidance on the renewal of the feed additives authorisations	0	0.30	27/03/2019	31/12/2020									
106			Review of the IESTI equations in 2019/2020	0	0.10	10/09/2019	31/12/2020									
107		4.5 - RA Methodology development -horizontal	Template for protocol development RAMPRO	9,500	0.43	05/03/2019	31/12/2021									
SO5- INTERMEDIARY IMPACT – Sound operational performance																
108			Parma 2020 – Framing EFSA's local activities (budget incorporated in the events business as usual)	0	1.08	01/01/2020	31/12/2020									
109			Governance ART	140,000	11.86	25/09/2019	31/12/2023									
SO5- INTERMEDIARY IMPACT - Efficiency																
110			BIKE project IMP	835,930	3.17	01/01/2018	31/12/2021									
111	Closed		Core operational model planning (COMPASS)	0	0	01/01/2019	31/12/2019									

#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
112			DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) IMP	1,268,218	2.88	01/01/2018	31/12/2020									
SO5-OUTCOME - Capabilities																
113	Process		Strategic environment analysis	N/A	3.16	01/01/2018	31/12/2019									
114	Closed		Transactional services	50,000	1.4	01/01/2019	31/12/2019									
115	Closed		Transparency and sustainability in the food chain	25,000	3.82	01/04/2018	31/12/2019									
116			Communication effectiveness analysis	70,000	4.87	01/01/2019	31/12/2020									
117	Closed		Follow-up of STEP 2018 ex-post evaluation	50,000	1.60	01/01/2019	31/12/2019									
SO5-OUTCOME - People and Culture																
118			Organizational Design ART	500,000	5.97	25/09/2019	31/12/2020									
119			Talent Management Project EMP	3,128,776	16.42	01/01/2014	31/12/2020									
120			EFSA Academy EMP	260,000	3.10	01/01/2018	31/12/2020									
121			Strategic Competencies Analysis EMP	577,980	2.26	26/01/2017	31/12/2020									
SO5-OUTCOME - Enabling working environment																
122	Closed		New World of Work IMP incorporated in End2End support⁽¹³⁸⁾	0	0	14/06/2017	31/12/2020									
123			End to End support ART	11,182,914	17.27	28/10/2019	31/12/2022									
124	Closed		Travel Management Model EMP	7,050	3.35	20/12/2016	31/12/2019									
125			Digital collaboration IMP	1,132,564	9.34	18/08/2017	31/12/2020									
SO5-OUTCOME - Compliance																
126			Objectivity Policy - EMP	44,350	1.09	16/11/2015	31/12/2020									

¹³⁸ Budget absorbed within the "EndtoEnd support" project

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#	Status	Expected result/ Area	Project Name	BUDGET (€ Total)	FTEs (Total)	START DATE	END DATE	2015	2016	2017	2018	2019	2020	2021	2022	2023
127			Records and Correspondence Management IMP	380,195	28.1	15/12/2015	31/12/2020									
128			Architecture Programme - ART	4,458,980	12.05	10/09/2018	31/12/2021									

Table 31c: Projects and process improvement initiatives per SO — milestones and benefits for 2020-2023¹³⁹

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
SO1-INTERMEDIARY IMPACT - Increased satisfaction of stakeholders regarding EFSA outputs, process, and communication					
1	End2End Science ART	Implementation of End2End to be processes	End2End to be processes implemented and in force		The project aims at revising the end-to-end scientific processes at EFSA leading to an improved, highly effective and agile organisation model ready to address the future risk assessment challenges in food safety.
SO1-OUTCOME - Enhanced outreach of communication					
2	Social media (Some) 2020				Enhanced outreach of communication and increase visibility and influence of EFSA's work
SO1-OUTCOME - Increased engagement of stakeholders in scientific activities					
3	Reputation management				Assess stakeholders trust in EFSA
4	Large Scale Engagement	<ul style="list-style-type: none"> • Mapping of methodologies for stakeholder engagement at large scale • Mapping of tools for stakeholder engagement at large scale • Benchmarking of engagements methodologies within relevant public and private sector initiatives • Recommendations for advancing stakeholder engagement relevant to EFSA activities and for delivering on societal/stakeholder expectations, that should come from benchmarking public engagement • Proposals for new tools and formats in the digital area • Proposals for pilot-exercises on areas of relevance to EFSA, 			<p>The project would deliver new formats for engagements with various targeted audiences. It would allow to build up a catalogue of engagement mechanisms/formats (online and face to face) that would be purpose-oriented and will deliver best results of the pull-push principles.</p> <p>All in all, these new formats would support the principle of tailored made initiatives that would be roll-out/pilot during 2020 and 2021. The lessons learned of each format would allow the organisation to define best mix of tools and channels to reach out audiences on the desired objective. This would support the ambition of setting up a modular approach to stakeholder engagement that will piloted with the co-partnering of EC and MSs.</p> <p>These new formats would support the new strategy 2021-2027 and would support in the short term the</p>

¹³⁹ The numbers in the first column refer to the project numbers in Table 31b.

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		that should include formats for such engagement			implementation of the new Transparency Regulation that calls on EFSA/EC to embrace a participatory approach in the risk analysis process. This will help to build up further trust in the EU food safety system and trust in the arrangements put in place in the EU/MSs.
5	Engagement and Risk Communication (EN.RI.CO) ART	<p>Risk Communication & Implementing Act: Social Listening Consultancy, Risk Communication Consultancy, Work to inform establishment of general plan on risk communication completed and redefinition of EFSA Core Comms Processes to comply with TO-BE completed. Food.eu work: Comprehensive Process Map defined and Product Catalogue ready.</p> <p>Stakeholder Engagement : Map AS-IS Core Sc. Partnership processes and identify outsourcing solutions completed, Establishment/ Re-design of consultation with third parties process done, Identification of AS-IS Core Engagement processes (SEA review) done.</p> <p>EFSA journal: process maps and interface optimizations completed.</p>	<p>Risk Communication & Implementing Act: societal listening mechanisms and methodologies established as well as mechanisms and methods to address Risk perception in EU. For what concerns Food.eu work: Social Media Listening Tool Published, Updated Risk Communication Handbook, food.eu site available.</p> <p>Stakeholder Engagement: Transparent information exchange with third parties defined, review participatory and dialogue mechanisms completed. External relations to be achieved: Establishment and coordination of SH Sounding Board members, Single point for transparency with DG SANTE and external communication established and Establishment and coordination of Discussion Group</p>		The project aims at strengthening citizens' trust by while enhancing a participatory and open dialogue as well as increasing the role of MSs. Finally, through the establishment of the General Plan on Risk Communication it will promote an integrated risk communication framework for both risk assessors and risk managers at national and Union level on all matters related to the food chain
6	Stakeholders engagement				Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for Commission/MS risk managers and stakeholders) and the scientific assessment process and communication tools and mate

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
SO1-OUTCOME - Full availability of documentation relevant to EFSA scientific outputs					
7	Notification of Studies IMP	Notification of Studies Process designed Notification of Studies data format designed Target IT solution identified	Notification of Studies Process implemented and tested in the identified IT solution Notification of Studies data format implemented and tested	Notification of Studies Process delivered in production and transitioned into operation in the identified IT solution Notification of Studies data format delivered in production and transitioned into operation	Increase Transparency as Studies reported in the Application Dossiers must be notified to EFSA
SO2- INTERMEDIARY IMPACT – Increased satisfaction of stakeholders regarding EFSA’s evidence management services and fostered innovative reuse of data					
8	Information management programme - IMP	Programme management office for IMP projects: Data DOI, Matrix, WGS, BIKE, CRM, Notification of studies, SIGMA NWOW, virtualisation of SDWH and DATA management, linked EFSA Outputs, Record Management, Artificial Intelligence and Crowdsourcing Projects. Change management for major transformational projects in place	Programme management office for IMP projects: Matrix, WGS, Notification of studies, SIGMA, NWOW, virtualisation of SDWH and DATA management, linked EFSA Outputs, Record Management, Artificial Intelligence and Crowdsourcing Projects. Change management for major transformational projects in place	Programme management office for IMP projects: Matrix, WGS, Notification of studies, SIGMA, NWOW, virtualisation of SDWH and DATA management, linked EFSA Outputs, Record Management, Artificial Intelligence and Crowdsourcing Projects Change management for major transformational projects in place	Increase reuse and discoverability, quality, accessibility, traceability, visibility and interoperability of EFSA information Introduce governance, automation, innovation and efficiencies in handling EFSA information Ensure information privacy and security and reduce legal risks. Increase reuse of corporate information and knowledge Decreased costs for IT solutions handling EFSA information
SO2-OUTCOME - Improved access to data					
9	Open ScaIE project: EFSA open scientific advanced information and evidence hub project – IMP				Open Single point of access for the deposition of information relevant for food and feed safety risk assessment. Reduction in requests coming from the external parties to access documentation. Use of latest linked data technology to allow scientists to retrieve relevant evidence from multiple resources. All resources and evidence used in risk assessment are linked to DOI and metadata

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
10	Matrix implementation phase – IMP	<p>Finalisation of dossier structures using OECD harmonised templates and other available standards</p> <p>Implementation and tests of FSCAP as single entry point for dossiers and integration with EFSA IT Systems</p> <p>Implementation of the Confidentiality Assessment process</p> <p>Implementation of the Dissemination process at conclusion of the confidentiality assessment</p> <p>Continue the automation of REPRO RA (using case management approach)</p> <p>Finalisation of the IUCLID Pilot</p>	<p>Finalisation of FSCAP as single entry point for dossiers and integration with EFSA IT Systems and possibly with ECHA IUCLID modules (depending on the outcomes of the IUCLID Pilot).</p> <p>Finalisation of the Confidentiality Assessment process and transition into operations</p> <p>Implementation of the Dissemination process at conclusion of the confidentiality assessment and transition into operations</p> <p>Continue the automation of REPRO RA (using case management approach) to be finalised in 2022</p> <p>Integration of REPRO RA into SDWH and R4EU</p>		<p>Increased quality of submitted dossiers by having structured dossiers validated automatically</p> <p>Increased quality and speed of the RA by having structured dossiers</p> <p>Increased transparency during the RA process by having confidentiality assessment and dissemination processes and a case management approach (easy retrieval of status of dossiers and phase of the RA)</p> <p>Improved monitoring and management of the applications</p> <p>Reduced effort for correspondence/communication with applicants</p> <p>Increased customer satisfaction</p> <p>Increased openness by having non-confidential dossier data automatically published</p>
11	Data collection and analyses processes on animal disease outbreaks and surveillance – SIGMA project	Data collection for Article 31 mandates on disease outbreaks and surveillance.	Pending continuation of the project.		Facilitation of data submission by the Member States and subsequently the data analysis by EFSA for animal diseases (based on ad-hoc mandates); collaboration and cooperation with Member States.
12	Data DOI project - IMP	Refinement of the solution			<p>Availability of structured metadata for all data used and produced by EFSA.</p> <p>Easier retrieval, traceability and reuse of data underpinning EFSA's Scientific opinions. Increased transparency on data used or produced by EFSA</p> <p>Scientific Assessments for the public.</p> <p>Enhancement of EU Open Data Portal and IPCHEM by transferring metadata from EFSA data collections. Increased</p>

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					interoperability by having datasets described via open standard API
SO2-OUTCOME - Increased standardisation and interoperability of DATA					
13	Support for national dietary surveys in compliance with the EU Menu methodology	8 final scientific report 8 national individual food consumption data	6 final scientific report 6 national individual food consumption data		A long-term objective of EFSA is the acquisition of a harmonised pan-European food-consumption database within the framework of the EU Menu process 'What's on the Menu in Europe?' (EU Menu).
14	Introduction of a framework for information access management in EFSA				Development of a centralised framework for information access management of EFSA Information
15	Framework partnership agreement on data quality	<i>On hold until an evaluation is performed on the quality of data for 2019 data collection.</i>			Deliver a tangible improvement of the data collection process both in terms of data quality and national governance.
SO2-OUTCOME - Wider data coverage					
16	Integrated spatial analysis for biological Risk Assessment RAMPRO	Meetings with experts and network. Roadmap to be defined.	To be defined	To be defined	Risk assessment for biological hazards is landscape/real data based and spatially and temporally explicit. Input data, such as climate, vegetation, crop, soil, animal husbandry and crop processing, need to be searchable and storable to ensure repeatability of RA. This project aims to set up data services easily consumable by EFSA staff and external users (Member States RA bodies and other stakeholders) to support this type of analyses in EFSA risk assessment.
17	Interoperating system for WGS data collection for multi-country outbreak investigation	Deployment of stop-gap workflow Process map Description of data architecture Description of the analytical workflow	Configuration data management tools Deployment of API, workflow Deployment of reporting system for internal users	Web application for querying the databases Deployment of code and API for hashes submission to EFSA data providers	The project is looking for a system (composed of two interoperating workflows) based WGS data for performing joint cross-sectoral analyses together with ECDC, developing hypotheses on

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		Description of API for cluster detection (interaction between ECDC and EFSA system) Description of the business rules	Outcome of the validation study Amended Collaboration Agreement Drafting of SOP and WINs		vehicles/sources of human infections and supporting investigation during multi-country foodborne outbreaks.
SO3- INTERMEDIARY IMPACT - Increased satisfaction of MS and international stakeholders with regard to the building and sharing of risk assessment capacity and a knowledge community					
18	Third Scientific Conference (2018)				Enhance EFSA's reputation and build trust.
19	Building a wider food safety research community	Risk Assessment Research Assembly event end of 2020. Be involved in preparation of European partnerships relevant to Food Safety Support international research activities and consortium formation;	Cooperate with the Coordination and Support Action (CSA) on Food Safety Systems of the Future. Be involved in start-up of European partnerships relevant to Food Safety Increased synergies with research projects	Interact with the Coordination and Support Action (CSA) on Food Safety Systems of the Future. Be involved in European partnerships relevant to Food Safety. Increased synergies with research projects	Foster the EU and international RA community to increase efficiency and effectiveness and reduce divergences in EU and global RA, thereby increasing trust in the EU food safety system
SO3-IMPACT - Increased efficiency at European and international level					
20	Expertise management programme (EMP)	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy, Independence Policy	Programme management office for EMP projects: external talent pool and attraction package, talent management, strategic competency analysis, EFSA Academy; Independence Policy		Enhancing talents as EFSA's key asset in delivering safer food for European citizens. Ensuring the sustainability of future cooperation with external experts. Streamlining 'talent management' procedures and improving productivity with the support of best-of-breed technology.
21	FEED production model	Training material, on-site training, organisation of a field visit	Training material, on-site training, organisation of a field visit	Training material, on-site training, organisation of a field visit	Increasing the RA capacity in the FEED Unit, by keeping or increasing the scientific knowledge of FEED staff. On a long-term perspective the FEED - New way of working, could become the model for implementation in all EFSA units triggering a series of benefits as long term sustainability of the EFSA's work in particular in the field of regulated products, increase efficiency and predictability, enhance quality and consistency of scientific outputs,

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					significant financial saving of the meeting costs.
SO3-OUTCOME - Building and sharing within the risk assessment community at individual level					
22	External Talent Pool - EMP				<p>Quantitative: Number of eligible applicants from specific targeted sources (Per expertise profile - in terms of competences, age, gender, geography)</p> <p>Number of eligible applicants against expectation from evaluated and quantified pool (Per expertise profile - in terms of competences, age, gender, geography)</p> <p>Quantitative: Number of potential/ new expert eligible to participate to working groups</p>
23	Mapping of European Centres of Competence	<p>Criteria of competence evaluation described in internal report</p> <p>Launch of three procurements for tool developments and listing eligible institutions</p>	<p>Tool for collecting data on competencies of institutions,</p> <p>Tool for reporting/mapping of collected information on European centres of competence by EFSA</p> <p>1st version of the list of eligible institutions</p> <p>Launch a procurement for data collection</p> <p>Internal report on data collected on competences actively for some selected areas of competence.</p>	<p>Draft manual for quality insurance of the competence mapping</p> <p>Public consultation</p> <p>Workshop with stakeholders on the competence mapping</p>	<p>The project will deliver:</p> <p>criteria for competence and capacity of institutions in EFSA's remit,</p> <p>a list of eligible risk assessment and advisory bodies in the EU,</p> <p>a data collection tool and database,</p> <p>a reporting tool to produce competence maps of EU institutions for specific topics</p>
24	Knowledge & innovation communities (KICs)	Workshops	Workshops		<p>Capitalise on the expertise of EFSA staff members (and experts) and facilitate knowledge transfer, thereby bringing additional harmonisation to the way EFSA works and delivers risk assessments at EFSA. To boost innovation, creativity and free thinking among the participants.</p>

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
SO3-OUTCOME - Building and sharing within the risk assessment community at organisational level					
25	Strategic Approach to International Cooperation - RAMPRO	2nd physical meeting of ILMERAC partners to evaluate ILMERAC pilot phase; to discuss recommendations for WHO, FAO and OECD and to decide on future of ILMERAC (GO/NO-GO to continue & selection of technical secretariat) Publication of technical report on recommendations for WHO, FAO, OECD			Building and sharing within the risk assessment community at organisational level
26	2019-2021 pre-accession project – preparatory measures for the participation of IPA beneficiaries		Prepared and agreed new project proposal with DG NEAR and DG SANTE (Description of Action and the budget) in respect to the outcome of IPA survey on important areas for the scientific and technical cooperation Scientific EFSA reports on zoonoses and FBO and AMR, pesticides residues and VMDR that include data from IPA countries;		Increased scientific cooperation and networking activities among IPA countries, Member States and EFSA, especially on topics of mutual concern and during food safety crises.
27	EU-FORA: fellowship programme				Building RA capacity and knowledge community through cooperation. Creating the next generation of food risk assessors across Europe. Increasing preparedness for future challenges. Harmonising risk assessment methodologies across Europe. Intensifying cooperation, partnering and networking between MS food risk organisations and with EFSA and share resources. Increase visibility, reputation, employer branding and scientific leadership of EFSA.
28	Innovative approach for Article 36 networking and management of				Strengthen European networking and collaboration among competent organisations and with EFSA.

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
	the list – Art. 36 project				
SO3-OUTCOME - Strengthen capacity using innovative ways					
29	Joining forces at EU level on the implementation of artificial intelligence	Extend the Roadmap to key Member States by involving the EFSA Focal Points network.			Build further on experience obtained by the machine-learning feasibility studies (EFSA Assessment and Methodological Support Unit – AMU) in order to achieve the implementation of artificial intelligence approaches at EFSA level while exploring possible collaboration, sharing of experience and joint funding with other agencies and the Commission
30	Hackathon			-	Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission.
31	Outsourcing on the application on next generation sequencing	Interim report	External Scientific Report		Provide ready-to-use examples for different public health applications (e.g. surveillance, outbreak investigation). The main objective is to make use of NGS to identify and characterise noroviruses from the relevant food sources (e.g. crustaceans, shellfish, molluscs, vegetables, fruits and the products thereof), the environment and human cases or asymptomatic carriers
32	Crowdsourcing: engaging communities effectively in scientific assessment	Launch of FWC for the provision to EFSA of services to support the use of crowdsourcing and citizen science Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engage, deliverable and task to the crowd, strategies for communication and engagement;	Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engage, deliverable and task to the crowd, strategies for communication and engagement; Provision of suitable platform/application.	Signature of specific contract (e.g. Assessment of specific challenge/need opportunity determining if citizen science or crowdsourcing or innovation contest is appropriate to reply to the specific need/challenge; Definition of crowd to be engage, deliverable and task to the crowd, strategies for communication and engagement;	Wider data coverage. Increased engagement of stakeholders in scientific activities. Fostered use of new approaches. Enhanced ability to anticipate and respond to risks

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		Provision of suitable platform/application. Setting up and implementation of the crowdsourcing or citizen science project) Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network)	Setting up and implementation of the crowdsourcing or citizen science project) Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network)	Provision of suitable platform/application. Setting up and implementation of the crowdsourcing or citizen science project) Communication activities (e.g. presentations at Advisory Forum, focal points, Emerging Risks Exchange Network)	
SO4- INTERMEDIARY IMPACT - Increased effectiveness of preparedness and response					
33	PLH preparedness to the risks of new plant pests	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with G&P plan	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with the Grants & and Procurements plan	Successful launch and implementation of outsourcing projects with Member States to improve plant health crisis preparedness in accordance with the Grants & and Procurements plan	Support for Member States in transboundary new plant pests outbreak (outbreaks of plant pests which involve more than one country) and reduction of key risk assessment uncertainties
34	Implementation of the guidance on the establishment of residue definition for dietary risk assessment - RAMPRO				Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative reuse of data
35	Guidance on non-target terrestrial organisms - RAMPRO				Develop guidance on pesticide risk assessment for non-target plants based on the Scientific Opinion of the PPR panel on the state of the science behind-the pesticide risk assessment for non-target plants
36	PLH procurement on Xylella vectors	Successful launch and implementation of outsourcing project to increase preparedness and reduce risk assessment uncertainties on Xylella in accordance with the G&P plan			Increasing collaboration with EU researchers working on Xylella, EU risk managers

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
37	Adjusting for threats to validity in individual studies - RAMPRO				Increase the quality of EFSA's scientific assessments by adjusting for threats to validity the studies considered in step II (i.e. validate/appraise) of the process for evidence use, which, in turn, will allow to fully exploit the information provided in such studies.
38	Benchmark dose model (BMD) - RAMPRO	Bayesian framework to estimate model parameters of the extended family BMD web app module that includes Bayesian estimations and selection of specific priors to deal with constrains issues			Facilitate the use of the benchmark dose) approach in RA by EFSA experts and partners.
39	Revision of the Guidance on tiered risk assessment for Plant Protection Products (PPPs) for aquatic organisms in edge-of-field surface waters - RAMPRO				Increased satisfaction of stakeholders with regard to EFSA methodologies, following the request of some MSs <ul style="list-style-type: none"> • Increased satisfaction of EFSA outputs • Availability of guidance with risk assessment methodologies that are missing at this stage
40	Scientific opinion on the updated proposal for an aged soil adsorption guidance		-		Fostered use of new approaches and enhanced ability to anticipate and respond to risks
41	Pesticides in food for infants and young children - RAMPRO		-		The objective is the preparation of an Opinion of the PPR Panel on pesticides in foods for infants and children
42	P-PRAS-06.11 Revision of the EFSA Guidance on Risk assessment for Birds and Mammals RAMPRO			Revised GD on risk assessment of pesticides for birds and mammals Technical report on public consultation	The purpose of the revision of the EFSA guidance document, 'Risk assessment for birds and mammals', is to update and improve the current guidance document, taking account of the new legislative framework and the recent scientific research and developments. In order to provide a useable updated guidance document it will first be

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					necessary to develop specific protection goals for birds and mammals
SO4-OUTCOME – Fostered use of new approaches and enhanced ability to anticipate and respond to risks					
43	RAMPRO: risk assessment methodologies programme	Coordination of the RAMPRO projects	Coordination of the RAMPRO projects	Coordination of the RAMPRO projects	Harmonisation of risk assessment methodologies. Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response.
44	Capacity building for microbiome assessment RAMPRO	Kick-off meeting WG Eurotox symposium on effects of chemicals on gut microbiota.		Interim report and Colloquium	The aim of the project is to increase the capacity of EFSA staff and experts on the possibilities for impact assessment on microbiota (Increased preparedness and response).
45	EFSA's Activities on Emerging Risks - RAMPRO	Demeter: final report: external scientific report (EFSA-Q-2017-00668 Demeter (thematic grant): Final report, deadline 30.6.2020) Ciguatera: Final report		REACH3: Execution of the contract: Determining occurrence of prioritised substances (ECHA part of the advisory group, if option B)	The outcome of these activities allows EFSA to prepare for future RA challenges (SO4) and support collaboration with other research and RA bodies at European level.
46	Risk assessment tools for the safety of global food and feed supply chains (FPA BfR)	Renew the Framework Partnership Agreement with German BfR Users workshop on FoodChain-Lab (User conference) FoodChain-Lab training Workshop with EFSA networks on the use of the model repository FSK-web. Establishment of a network in tracing food and feed supply chains Signature of three Specific Agreements			Build up a communication structure between EFSA/BfR and scientific staff of the competent authorities in the Member States. Provide a harmonised approach for mapping and analysing global food and feed supply chains to the Member States. Establish a European food and feed safety model repository to the Member States. Discuss guidance on uncertainty analysis with the Member States and international authorities. Strengthen regional networks in Germany and neighbouring countries using EFSA practices
47	Implementation of cumulative risk assessment of pesticides (part 1) - RAMPRO	Two EFSA Scientific Reports on the actual Cumulative Risk Assessment to pesticide residues regarding 2 chronic effects on the thyroid and the nervous system			Development and implementation of cumulative RA methodologies for pesticide residues in food, as requested by Regulation (EC) No 396/2005.

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
48	Implementation of Cumulative Risk Assessment of pesticides (part 2) RAMPRO	Roadmap under drafting			Development and implementation of cumulative RA methodologies for pesticide residues in food, as requested by Regulation (EC) No 396/2005.
49	Data collection in support of the Endocrine Disruption (ED) assessment for non-target organisms RAMPRO	External scientific report including recommendations on how to perform and report hormonal measurements and on how to improve the reporting and interpretation of gross pathology in birds		-	Exploring the feasibility of measuring additional parameters and facilitating the interpretation of the results in the context of ED assessment of pesticides on non-target organisms
50	Development of conversion model for recoding food commodities used in pesticide residues			-	Increase efficiency in a number of standard activities through the development of a tool
51	In vitro comparative metabolism	EFSA guidance	Technical report on Public consultation on EFSA guidance on testing and interpretation of comparative inter-species in-vitro metabolism		The project will increase EFSA's international collaboration with the FAO/WHO on projects sharing EU pesticide monitoring data
52	Use and reporting of historical control data (HCD) for the carcinogenesis studies - RAMPRO			-	The workshop and the guidance will provide a common understanding on how historical control data should be used and presented during the pesticide authorisation process.
53	Allergenicity of GM plants	1 st Quarter: payment and closure of contract EFSA will assess the outcome of the procurement in the context of the recommendations made in the EFSA guidance on allergenicity published in 2017. In particular, EFSA will assess the usefulness of the in vitro degradation studies for the risk assessment of proteins, current protocols in use and refinements made.	Following up of the activity with the involvement of the international community (OECD, Codex Alimentarius)	Additional activities might be required for the implementation of any of the suggestions made by EFSA	The guidelines will be used by applicants to compile dossiers for evaluation by EFSA. Data production where the laboratories involved will test different proteins for their susceptibility to digestion using the condition principles described in the supplementary guidance document adopted in May 2017. After the completion of the EFSA procurement (foreseen end of 2019), EFSA will discuss the usefulness of such in vitro test for the risk assessment of proteins. In a subsequent step, the involvement of the international community (OECD,

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					Codex Alimentarius) will be required to discuss how to implement any of the suggestions made by EFSA.
54	Integrating new approaches in chemical risk assessment RAMPRO	<p>Publication of the TKPlate as a user-friendly platform for the risk assessment community.</p> <p>Report "An open source web-based tool for the integration of human variability in toxicokinetics and toxicodynamics in chemical risk assessment".</p> <p>Pilot reporting tables for the TK models</p> <p>Launch the procurement call on Activity 5 "Data collection, update and further development of physiologically-based human, animals and species of ecological relevance to support transparency in food and feed safety</p> <p>Launch the specific contract under the existing framework contract R4EU to integrate into the TK plate open source web application new and updated data and models and new physiologically-based human, animals and species of ecological relevance.</p>			<p>Increase the use of cross-cutting guidance. Increase of the number of methods, tools made accessible to external users. Increased satisfaction of Member State partners (Advisory Forum), international partners and individual (expert) partners regarding the building and sharing of EU scientific assessment capacity and knowledge community at the organisational and individual levels.</p>
55	Exploring in silico protein toxicity prediction methods to support the food and feed risk assessment RAMPRO	External Scientific report			<p>To identify, list and cluster all proteins known to be associated with adverse effects 2) To identify molecular domains linked to proteins with adverse effects in humans and animals 3) To create a database that can be used for predicting protein toxicity</p>

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
56	Development of an in silico tool for HLA-DQ-peptide modelling RAMPRO		Initial version of software tool to be tested in EFSA website		Software tool for HLA-DQ-peptide modelling specifically designed for coeliac disease RA purposes. The project is expected to be finalised in the last quarter of 2023 with a final report and the final payment (20 %), since it includes month-long maintenance period
57	EFSA Guidance Document for predicting environmental concentrations of active substances of plant protection products in soil RAMPRO	Software tool (PERSAM) and other models published on JRC's website. Webinar for stakeholders presenting the software tool and other higher tier models.			Provide MS with a model and Guidance Document to facilitate the use of the proposed guidance and methodology for the evaluation of plant protection products according to Regulation (EC) No 1107/2009
58	EFSA guidance on completing risk assessment for active substances that have isomers				The purpose of this 'EFSA guidance document on isomer assessment' is to provide practical guidance for applicants, Member State competent authorities and EFSA when preparing their evaluations of substances under regulations No (EC) 1107/2009 (4) concerning the placing of plant protection products on the market and (EC) 396/2005 on maximum residue levels of pesticides in or on food and feed of plant and animal origin
59	Food & feed classification for tracing purposes	Signature of SA in FPA (BfR) to review/complete/harmonize FoodEx2 classification for tracing purposes. (Sep 2020): - Internal report on need analysis and literature review on classification systems of food and feed for tracing purposes.	(Jun 2021): - Tool to classify food and feed items within FoodEx2 for tracing purpose including a manual for coding	(Mar 2022): - Training of MS for implementing and using the classification tool	Optimization the application of FOODEx2 for tracing purposes Harmonization of tracing classification systems among MS An easy-to-handle, interoperable and fit-for-purpose food and feed classification for tracing purposes
60	Data collection tool for tracing purposes in the context of urgent scientific advice	Signature of SA in FPA (BfR) to define data exchange format and program interface with FoodChain-Lab	(Mar 2021): - Revised data collection tool with enhanced user-friendliness (esp. integration of		The project will provide an easy to use data collection tool within the R4EU: • The tool will replace the existing data extractions forms by a relational database. This will resolve

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		<p>(Sep. 2020): - Beta version of the data collection tool is ready for testing</p> <p>(Dec. 2020): - Interface to FoodChain-Lab allows data analysis and reporting with FCL.</p>	<p>external support functionalities)</p> <p>(Sep 2021): - Workshop and training of MS on the data collection tool</p> <p>(Sep 2021): - Open accessible data collection tool in R4EU (esp. with manual and training material)</p>		<p>most issues of data cleaning and consistency checks. The tool will be able to directly interchange with FCL software via. json-files. This will enable EFSA to perform rapid analyses to identify the source of contamination, incl. full documentation. The tool will be fit-for-purpose for traceability data during urgent requests for advice. This will directly support the relevant units of EFSA without additional help of data management. The tool will be made available to MS for their investigations. This would allow the MS to report their data in RASFF already in a structured, machine-readable way. The tool can be used by the EC for further improvements of the RASFF/IMSOC system. The EC will be engaged in the project as observers.</p> <ul style="list-style-type: none"> • The project can also benefit from similar activities of the German BfR.
61	Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides RAMPRO	<p>Scientific opinion of the PPR Panel on the development of an IATA case study. OECD Guidance document on the application and interpretation of in-vitro developmental toxicity assays and definition of a tiered approach to testing and assessment</p>	Scientific Opinion		<p>Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides, to be prepared for future risk assessment challenges in this area.</p>
62	Read across for Chemical Risk Assessment in food safety RAMPRO	Start of the project		<p>Guidance document on the use of read-across in risk assessment for human health</p>	<p>Consistency in the methodology applied for our outputs for regulatory considerations. Clear definition of the applicability domain of RAX in chemical risk assessment in EFSA. Transparency and reproducibility of methodology applied for our outputs for regulatory considerations for all stakeholders involved. Consistency in risk assessment methodologies and harmonisation</p>

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					between EU sister agencies such as ECHA.
63	Syndromic Surveillance RAMPRO	Kick-off meeting network	EFSA report		Possibility to detect new threats when they are possibly introduced (pro-activeness), delaying the intervention and limiting the initiatives to countermeasures (reactiveness). It also enhances support to MS and MS capacity building in detection of new plant and animal threats due to global changes.
64	Repair action of the FOCUS surface water scenarios	Technical Stakeholder report of EFSA on the public consultation of the draft EFSA scientific report on the "FOCUS surface water repair action"			Support the evaluation of substances under Regulation (EC) No 1107/2009 (5) concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC
65	Developing protection goals terrestrial non-target organisms of pest - RAMPRO	Specific protection goals to be agreed by the risk managers from Member States and the Commission			Agreed Specific Protection goals will allow an efficient development of Guidance Documents for pesticide risk assessment The future risk assessment will be targeted to the protection goals agreed with Member States and other stakeholders and this will increase the acceptability of the Guidance Document developed by EFSA. The outcome of the risk assessment can be more easily communicated as it is linked to clearly defined and agreed protection goals.
66	Request for a statement on a framework for conducting the environmental exposure and risk assessment for transition metals when used as active substances in plant protection		PPR Panel Statement on a framework for conducting the environmental exposure and risk assessment for transition metals when used as active substances in plant protection products (PPP). EFSA technical report on the public consultation.		Copper used as a pesticide is essential for organic farming. Applicants for copper will have specific guidance facilitating the resubmission of the dossier and the Member State/EFSA assessment.

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
	products (PPP) - RAMPRO				
67	Lepidoptera model - RAMPRO	Model published under R4EU with a user guide/manual.			More realistic and robust predictions of the risks to non-target Lepidoptera, and support regulatory decision-making and the implementation of proportionate risk mitigation measures at EU/national/regional/local levels.
68	MUST-B: EU efforts towards the development of a holistic approach for the risk assessment on Multiple STressors in Bees RAMPRO	Final deliverable for second specific contract of OC/EFSA/SCER/2017/02 on the field data collection	<ol style="list-style-type: none"> 1. Scientific opinion to develop a holistic approach on the risk assessment on multiple stressors in bees 2. External scientific report on field data collection for bee model calibration OC/EFSA/SCER/2017/02 3. A model predicting effects at the colony level and in field conditions from exposure to plant protection products (PPP) in combination with other stressors 4. External scientific report on the model predicting effects at the colony level and in field conditions from exposure to plant protection products (PPP) in combination with other stressors (OC/EFSA/SCER/2016/03) 		Develop a new and integrated RA methodology that is more representative of the real environmental conditions in which honey bee colonies live (i.e. bees operate at the landscape level and are affected by multiple stressors)
69	Role of environment in the emergence and spread of Antimicrobial Resistance through the food chain	Adoption of the scientific opinion	Publication of the scientific opinion		Review the scientific evidence available on the main environmental sources leading to the contamination of food with antimicrobial-resistant bacteria and the routes through which antimicrobial-resistant bacteria can be transmitted throughout the food chain, ii) identify the antimicrobial-resistant bacteria of public health priority transmitted through such routes, iii) review existing or new strategies and control options to mitigate the risks deriving from those antimicrobial-

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					resistant bacteria along the food chain in order to provide EU risk managers updated information on the options to manage AMR-related risks at environmental level and more in general to contribute to the fight against AMR.
70	QPS self-task 2017-2019	QPS — part 13 — Dec. 2020			Update the list of QPS recommended organisms following the recommendation by EFSA's Scientific Committee in 2007. Deliver a Scientific Opinion on the update of the list of QPS biological agents intentionally added to food or feed as notified to EFSA in the context of a technical dossier.
71	Arthropod vectors	Data collection on the abundance of the most relevant arthropod vector species.	Data collection on the abundance of the most relevant arthropod vector species.		EU preparedness to prevent vector-borne diseases (zoonotic and non-zoonotic). The update of EU distribution of vectors (36 diseases) allows quick risk assessment on vector-borne diseases in the EU and allows rapid control measures, if needed.
72	Wildlife surveillance	Data collection on the relative abundance and density of wildlife species and the presence of disease pathogens.	Data collection on the relative abundance and density of wildlife species and the presence of disease pathogens.		Improving networking of wildlife health professionals in the EU to increase the capacity and expertise for wildlife health surveillance in the EU. Strengthen the collaboration between EFSA and wildlife specialists in Member States, increasing the EU's preparedness for disease emergencies involving wildlife hosts.
73	WGS umbrella IMP	Analysis and storage of GMO sequences Scientific opinions, technical reports, supporting documents from activities dealing with WGS Capacity building for WGS data analyses of zoonotic microorganisms and WGS Microorganisms: Storage and computing			Creation of a centralised microbial WGS database based on the use of common experimental protocols to better predict the outcome of pathogen-host interactions.
74	Synthetic Biology - RAMPRO	Endorsement of scientific opinion on adequacy of guidances on MC and ERA for category 4 GMM by SC Plenary	An opinion on the adequacy of the GMM guidance for food and feed	An opinion on the adequacy of the GM	The mandate reflects the conclusions of previous scientific opinions at EU level and the need for an in-depth and updated assessment of the implications

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		MC and ERA for GMP by GMO Panel Delivery final SO on adequacy of guidances on MC and ERA for category 4 GMM MC and ERA for GMP Public consultation of SO on adequacy of guidances on MC and ERA for category 4 GMM MC and ERA for GMP Adoption of final SO on adequacy of guidances on MC and ERA for category 4 GMM by the SC	An opinion on the adequacy of the GM plant guidance for food and feed	animal guidance for food and feed An opinion on the adequacy of the GM animal guidance for ERA	of new developments in synthetic biology for RA methodology. This assessment is also needed to develop the EU's position on this issue in international negotiations under the Convention on Biological Diversity and the Cartagena Protocol on Biosafety
75	Next generation sequencing				Provide ready-to-use examples — included in the external report — for different public health applications (e.g. surveillance, outbreak investigation) The main objective is to make use of NGS to identify and characterise noroviruses from the relevant food sources (e.g. crustaceans, shellfish, molluscs, vegetables, fruits and the products thereof), the environment and human cases or asymptomatic carriers
76	Guidance documents for the substantiation of health claims			In a stepwise manner, updating the remaining guidance documents, for example guidance on claims relating to appetite ratings, weight management and blood glucose concentrations, and/or guidance on claims relating to functions of the nervous system, including psychological functions	Guidelines to submit better-quality applications in a harmonised way
77	Update of the guidance on the renewal of feed additives authorisations	Update of Guidance on the renewal of feed additive authorisations			The aim of the project is to deliver an updated guidance document to help the applicants in the submission of their dossiers in the most efficient manner. To this purpose, the guidance should be updated to avoid any differences

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					with the most updated guidance documents and at the same time to ensure that the quality of the dossiers is up to a minimum qualitative standard and are compliant with EFSA requirements.
78	Scientific opinion on the state of the science of pesticide risk assessment for bats - RAMPRO				Explore whether bat species need to be specifically considered by risk assessment of plant protection products. Estimation of exposure of bats to plant protection products and identification of areas for future research.
79	Update of the EFSA GD on exposure operators, workers, residents and bystanders in risk assessment	Draft revised guidance (for public consultation), interim delivery of a prototype of the web app based on the existing tool and the potential introduction of new developments	1. Technical report on the public consultation 2. Updated EFSA guidance documents on the assessment of operators, workers, residents and bystanders in RA for plant protection products 3. Revised calculator (final web app accounting for feedback from EFSA staff and working group experts) and instruction manual for users		Increased completeness, consistency and harmonisation with updated knowledge from the assessment of human non-dietary exposure to pesticides
SO4-OUTCOME - Accessibility of EFSA methods and tools					
80	EU database of processing factors for pesticides RAMPRO			Update of the processing factors database	Through this database, EFSA will increase the evidence base (Strategic Objective 2) and obtain efficiency gains in the framework of the AR. Furthermore, EFSA will be prepared for future challenge on cumulative risk assessment (Strategic Objective 4) and the processing factors can be used in routine MRL assessments (Strategic Objective 1). Through a partnership with BfR, EFSA will also strengthen the EU's scientific assessment capacity and knowledge community (Strategic Objective 3).
81	EFSA Toolkit for BMD analysis RAMPRO	Start of the project	A combined EFSA-US partners guidance document on the		The project will contribute to efficiency gains by publishing a platform of models and a revised guidance, by

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
			use of benchmark dose (BMD). Update of the existing EFSA platform on BMD analysis to have an harmonised EFSA-US software.		accelerating and harmonising the risk assessments undertaken in EFSA and its partners.
82	PRIMO revision 4 (Pesticide Residue Intake Model) - RAMPRO	Development of technical specifications for PRIMo version 4. PRIMo is the EFSA/EU tool for RA of pesticide residues.	Consultation of internal and external users. Final version of PRIMo v4 and technical report.		The objective of the project is the development of a new IT tool that will allow performing dietary exposure assessment to pesticide residues in line with the internationally agreed methodologies, using the most up-to-date food consumption data available in EFSA (incl. infants and young children).
83	Animal dietary exposure assessment in EFSA: integration of existing feed consumption data - RAMPRO	Technical report (publication)			More harmonised approach in animal dietary exposure assessment at EFSA, thereby reducing possible divergences in the related EFSA assessments
84	Concept paper on the development of a platform of data and tool for landscape-based Environmental Risk Assessment (ERA) RAMPRO	To be defined			Increased synergies between interested EFSA panels and units using the same JRC and Member State databases to carry out landscape-based ERA Stakeholder satisfaction (mainly Member States) following the new EFSA capability to respond to future ERA challenges with harmonised models/tools and accessible data
85	R Services for EU projects (R4EU): Assistance to the Assessment and Methodological support Unit (AMU) for the provision of services to EFSA on R coding, programming, ad-hoc R consultation (bug fixing, convergence	MCRA open source WEB app development integrating EUROMIX Plant Pest Surveillance WEB app for designing and reporting the design Specialized trainings in R	Reengineering of exposure WEB apps Upgrade of the MLT WEB app for SLR Update of MDR WEB app	Creation of Interactive reports for Annual Data Collections Usage of MLTs in risk assessments	The aim of the project is to establish a direct link/platform that could be of used with routine reporting (other than those provided through DCF, with the objectives to provide services to stakeholders within EU, such as annual monitoring reports) and at the same time could host web interfaces facilitating this process, which in turn will facilitate front-end (programming language) harmonization to create user friendly interfaces within EFSA. This service would enable to use the same platform to create all user friendly interfaces, and at the same time

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	issues faced, code optimization				Member States, EU and International stakeholders could also directly benefit from the tools created by EFSA, with immediate impact to their work
SO4-OUTCOME - Harmonisation of risk assessment methodologies					
86	Update of the EFSA pesticides genotoxicity database	Start of the project		Database updated	Increase the openness and transparency of EFSA by sharing data used in the EFSA risk assessment. Facilitate risk assessment in particular genotoxicity by providing easier and faster access to existing data. Motivate improvement of QSAR models and read across for prediction of genotoxicity
87	Scientific Committee Guidance on aneugenicity assessment RAMPRO	1. Adoption of the final draft 2. Publication of the guidance and the technical report of the public consultation 3. Info sessions to EFSA staff and panels. Include the new guidance in the ongoing trainings on genotoxicity assessment			The aim of the project is to produce a guidance to be used by EFSA staff and experts during the evaluation of the genotoxicity of substances to prove that the compounds are not aneugenic.
88	Scientific opinions of the Scientific Committee on overarching elements of environmental risk assessment (ERA) - RAMPRO				Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response
89	Microbiological Risks related to the use of water in processing and handling of fruits and vegetables and related control options	The deliverable will be a scientific opinion which will assess the microbiological risks relating to the use of water in the processing and handling of fruits and vegetables and related control options	Publication of the scientific opinion on the use of water in the processing and handling of fruits and vegetables and related control options — Jan.-Feb. 2021		The scientific opinion delivered will provide an assessment of the microbiological risks relating to the use of water in the processing and handling of fruits and vegetables and related control options

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		1. Adoption of the scientific opinion on the use of water in the processing and handling of fruits and vegetables and related control options — Dec. 2020 (indicative)			
90	OECD Metapath: Incorporation of pesticide residue data - RAMPRO		Metapath database updated. Training on how to use Metapath database.		The OECD's MetaPath database is a unique database related to pesticide metabolism which makes it possible to see the metabolic pathways, experimental conditions in the studies, comparison of chemical structures, search for common metabolites, metabolic profile comparison, and structural potential to generate a metabolite of concern MetaPath database is integrated with the OECD QSAR Toolbox.
91	Guidance on how to characterise, document, explain and communicate uncertainties in risk assessment RAMPRO	Training of COMMS staff and Risk managers (if interested)	Training on GD on uncertainty assessments during implementation phase with first session by end of Dec 2018	Impact analysis after first 3 years of implementation phase	Increased satisfaction of stakeholders with regard to guidance documents and harmonisation of Risk Assessment methodologies
92	Guidance on the human, animal and environmental risk assessment of the application of nanoscience and nanotechnologies in agro/food/feed RAMPRO	External scientific report on the study collection for nanoparticles (likely to be) present in agro/food/feed chain for environmental risk assessment. Scientific guidance to be republished simultaneously with the technical guidance.	Guidances for RA of the application of nanoscience and nanotechnologies in the food and feed chain and for environmental RA of nanomaterials (part 2).		Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal RA of nanomaterials is aligned with innovations and legal requirements Beneficiaries: Applicants, EFSA panels and staff, EC, MS RM
93	MixTox: Developing harmonised methods for the risk assessment of combined exposure to	Technical report Mixtox/MUST-B. Technical report Mixtox/FEEDAP. Technical report Human Risk Assessment.	Scientific opinion on scientific criteria for grouping chemical substances		Provide case studies to illustrate applications of these methods in the regulatory area (pesticides, contaminants, etc.).

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
	multiple chemicals RAMPRO	EFSA International Workshop on Mixtures Risk Assessment (Brussels).			
94	Update of the 2012 SC scientific opinion on the threshold of toxicological concern (TTC) - RAMPRO	Info-sessions for EFSA staff (to be confirmed)			Harmonisation of RA methodologies: increased use of this cross-cutting guidance by EFSA panels
95	Review of the evidence for non-monotonic dose-responses – RAMPRO	Scientific Opinion including Public Consultation			Review the biological plausibility of the non-monotonic responses for the end points considered
96	Scientific Committee guidance on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific assessments RAMPRO	Agree use of epidemiological evidence for scientific assessment questions. EFSA Scientific Colloquium to get feedback from CRA/toxicologists. Public consultation of draft Guidance. Adoption of Guidance Info-sessions for EFSA staff on the key concepts of evidence appraisal and appraisal and integration of evidence from non-experimental and experimental studies in EFSA scientific assessments under the umbrella of the KIC on Epidemiology.	Publication of GD and public consultation report. Training on the appraisal and integration of evidence from non-experimental and experimental studies in EFSA scientific assessments , with specific considerations of different study designs and scientific areas of EFSA (for staff and experts, in the context of the HUCAP training programme)	Training on the appraisal and integration of evidence from non-experimental and experimental studies in EFSA scientific assessments , with specific considerations of different study designs and scientific areas of EFSA (for staff and experts, in the context of the HUCAP training programme) Training for staff and experts	Increased preparedness for RA of nanomaterials in food/feed/environment Human/animal Risk assessment of nanomaterials is aligned with innovations and legal requirements
97	Standing WG on ecotoxicology effect modelling - RAMPRO				Increased quality of the assessments Increased efficiency in the peer-review More harmonisation across assessments Increased know-how within MSs and EFSA
98	Mapping, development, implementation and dissemination of cross-cutting RA guidance	Start of the implementation of the monitoring of the use of EFSA cross-cutting guidances.			Increased use of cross-cutting guidance documents Beneficiaries: EFSA's panels and units benefit measurement (KPI) Citation of guidance in EFSA's scientific assessments

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
	documents RAMPRO				Increased harmonisation, scientific consistency and transparency across scientific assessments Satisfaction of stakeholders with the transparency of EFSA's scientific assessments
99	Derivation of Health Based Guidance Values (HBGV) for food additives and other regulated products that are also nutrients	Scientific Committee Statement on Derivation of Health Based Guidance Values (HBGV) for food additives and other regulated products that are also nutrients Technical report on the Public consultation on the draft SC Statement on Derivation of Health Based Guidance Values (HBGV) for food additives and other regulated products that are also nutrients Technical report on current approaches for HBGV derivation	Use the Scientific Committee statement by the EFSA panels in their sectorial assessments	Use the Scientific Committee statement by the EFSA panels in their sectorial assessments	The project aims at developing methodological guidance documents to be applied horizontally across EFSA's Panels. This will help improving further the consistency between scientific opinions produced by EFSA, as well as harmonising the derivation of HBGV
100	Revision of the EFSA GD of the RA of PPP BEES RAMPRO	Stakeholders and MSs consultations during the drafting of the guidance. Public consultation of the revised guidance.	Revised guidance published		A updated and comprehensive guidance will improve the risk assessment delivered by EFSA, increase the harmonisation between MSs, will result in a more fit for purpose EU risk assessment for bees in line with higher requirements of the current legal framework to protect bee. The revised guidance, once implemented, will represent a huge step forward also for MSs and applicants. The outcome of the evaluations based on this guidance should therefore increase the confidence of the decision-making process regarding bees and biodiversity.
101	Critical appraisal forms for ecotox studies RAMPRO		Scientific External report		Increase the transparency of the study evaluation This project will implement strategic objectives 3 (Build the EU's scientific assessment capacity and knowledge community) and 4 (Prepare for future risk assessment challenges). In addition, with the implementation of 178 measures, the availability of critical

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					appraisal tools, will be very strategic for enhance transparency, and for facing with the new tasks i.e. pre-submission advice; ad hoc verification studies.
102	Development of Adverse Outcome Pathways relevant for the identification of substances having endocrine disruptors properties RAMPRO	Launch of tender for a systematic review. External Scientific Report. Development of AOP 1 and 2.	Launch of public consultation for AOP 1 and 2. Finalization of AOP 1 and 2 after public consultation and submission to the AOP Wiki Launch of public consultation for AOP 3 and 4.	Finalization of AOP 3 and 4 after public consultation and submission to the AOP Wiki. PPR Scientific Opinion	The project will develop Adverse Outcome Pathways (AOPs) in the context of the OECD AOP conceptual framework, to prepare EFSA and the EU for the use of new methodologies in toxicology and chemical risk assessment for human and animal health.
103	EFSA Framework for problem formulation RAMPRO	Identification of the contractor	Draft report (to be decided)		The project will fulfil the need for developing and standardising EFSA methods for problem and hypothesis formulation and testing and protocol development.
104	Food Allergens		External report		Outcome: Harmonisation of risk assessment methodologies: The outcome of this grant will contribute to harmonise methodologies in allergen risk assessment, particularly in relation to the methods of detection of allergens in food and in relation to dose-finding human clinical studies in food allergic subjects. Outcome: Fostered use of new approaches and enhanced ability to anticipate and respond to risks: EFSA identified in 2014 data gaps in allergen risk assessment which could hamper the establishment of threshold for allergen labelling. Some data gaps will be filled with the outcome of this grant Preparedness with data, methods and expertise to address a risk assessment question when received and mutually agreed: The outcome of this grant will prepare EFSA to address 100% of the questions which could be received in the future regarding thresholds for allergen labelling

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105	Update of the guidance on the renewal of feed additives authorisations	Update of Guidance on the renewal of feed additive authorisations			The aim of the project is to increase the efficiency achieving a shorter assessment period providing an updated guidance to applicants enabling to submit dossiers of higher quality. To this purpose, the guidance should be in line with the most updated guidance documents and, at the same time, ensuring a minimum standard of the dossiers submitted and the compliance with the EFSA requirements.
106	Review of the IESTI Equations	Preparation of 3rd draft of discussion document for commenting and Submission of final discussion paper to Codex Secretariat			The project aims at developing a revised risk assessment methodology and international collaboration which are part of strategic objective 4 of EFSA (being prepared for future risk assessment challenges). It needs to be highlighted that in this project EFSA will formally support the European Commission being a member of CCPR in taking over responsibilities for the eWG. The eWG will specify the needs of risk managers regarding the risk assessment methodology; the scientific aspects of the methodology are not subject of the eWG.
107	Template for protocol development RAMPRO	Draft document to be published on EFSA website for one-year pilot phase	Final report (to be decided)		Increased flexibility and scalability in the EFSA scientific computational environments by moving the Scientific Data Warehouse, DCF and R4EU to the EU Agencies Cloud. Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.

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SO5- INTERMEDIARY IMPACT - Sound operational performance					
108	Parma 2020 – framing EFSA's local activities	Open days, workshops with selected Parma High School classes, Europe Day Event, Cibus 2020 Side Events, Public Science Engagement Event, Communication activities			The activities/events are intended to reach out to the general public in Parma and Emilia Romagna Region and also to wider Italian and international audiences (via the related communication activities and incoming tourism). They are intended to increase the relations with local Institutions (City Council etc.). Raising awareness/reputation locally will in the medium/long term benefit EFSA's working environment through positively influencing political/administrative decisions (affecting EFSA's working environment) and EFSA's attractiveness as employer. Parma2020 will also allow EFSA staff to integrate with the local community..
109	Governance ART	Confidentiality Decision Making documentation adopted	Management board sops and guidance adoption.		The project aims at ensuring the development and finalisation of the regulatory framework required to implement the newly adopted provisions amending Regulation EC No 178/2002 and secondly at providing the centralised legal advice necessary to support the other projects within the ART programme and, from a broader perspective, EFSA's readiness for the coming into force of Transparency Regulation.
SO5- INTERMEDIARY IMPACT - Efficiency					
110	BIKE project - IMP	IT tool in place to support selected managerial activities ('manage by numbers')	Processes and reports to perform business intelligence activities (data mining, simulations, impact analysis); training delivery		<ol style="list-style-type: none"> 1. Optimising & automate Corporate reporting, improving efficiency and efficacy 2. Introducing 'manage by numbers' culture, supporting decision-making for middle and senior managers 3. Being prepared for future challenges, by providing tools to perform data mining, perform simulations to anticipate future challenges and perform impact analysis.

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111	Core operational Model Planning (COMPASS)	Absorbed by the ART Programme			Strengthening of performance and quality orientation via the optimisation of selected transactional processes such as the meeting organisation and staff mission
112	DAMA project: Virtualisation of scientific data warehouse project (SDWH) and business data warehouse (BWH) - IMP	R4EU move to the EU Agencies Community Cloud Implement new Data Management & Data Analysis as a Service			Increased flexibility and scalability in the EFSA scientific computational environments by moving the Scientific Data Warehouse, DCF and R4EU to the EU Agencies Cloud. Allowing on-demand scalability for computational power and storage, Enabling future evolution for possible EU Agencies & Stakeholder involvement. Ensure independence of Data Scientists & Data Managers from IT specialists. Introducing automation and managed services around the Cloud resources Rationalization and decommissioning of on premise infrastructure.
SO5-OUTCOME - Capabilities					
113	Strategic environment analysis	EFSA will define the new strategy 2025			Environment scanning and scenario planning methodology and process in place. New EFSA capability developed to be prepared for the future, addressing with agility the changing environment, ambiguity, complexity.
114	Transactional services	Absorbed by the ART Programme			The general aim is to improve transactional services management and to standardize end-to-end processes.
115	Transparency and sustainability in the food chain /Amendment REG 178/ 2002	Incorporated in the ART Programme			The proposed amending Regulation addresses how to further improve sustainability and transparency with regard to EFSA and its functioning.
116	Communication effectiveness analysis	Revised process architecture for the COMCO department that include fit for purpose objectives, and indicators to measure expected outcomes and impact. Measurement framework containing all information to	Data model (standardised data relations, indicating data sources and inter-relatedness, etc. Data architecture. Update frequency, any data		Development of a measurement framework for communication, engagement and cooperation

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
		enable decisions on which measurements to use and their resource implications, including possible alternative solutions to support decision making based on available resources. To help the decision-making process, methods for calculating return on investment in terms of cost, effectiveness and impact should be proposed.	cleaning requirements, responsible person/function for data updates. Data repository for all data required for measuring. FTE analysis of managing the data gathering and reporting system. System requirements.		
117	Follow-up of STEP ex-post evaluation	<i>Included in the Organizational Design Project</i>			Implementation of the STEP 2018 ex-post evaluation and efficiency gains
SO5-OUTCOME - People and Culture					
118	Organizational Design ART		Wave 1 recruitment		The project aims at selecting and recruiting the required competencies, staffing and expertise for the implementation of Transparency Regulation and secondly at reviewing the structural design of EFSA, to ensure alignment with the Transparency Regulation and, from a broader perspective, EFSA's readiness for the coming into force of the Transparency Regulation.
119	Talent management project - EMP	Core HR (Sysper) go-live of basic modules Go-live of learning and development Core HR (Sysper) go-live of optional modules and DOI complete solution			Attract, retain and develop talented and engaged Human Capital, being both staff and experts, while helping them grow and perform in line with EFSA's business operations and strategic objectives.
120	EFSA Academy - EMP	Q1/Q2 decision to be made to unfreeze project and define scope or move scope to process mode			Anticipate the development of the competencies needed by Staff and Experts for a successful achievement of the EFSA strategy. Increase the retention of highly qualified staff.
121	Strategic competencies analysis – SCA project - EMP	Regular updates and review of the EFS competency library against DG HR ESCO Framework			Answer the need of defining a new framework for competency-based workforce planning and management.

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
SO5-OUTCOME – Enabling working environment					
122	New world of work (NWOW) - IMP	Will be incorporated in the End to End Support project (ART)			Increase personal & group productivity. Enhance Staff well-being and work/life balance. Nurture collaboration and openness Foster innovation and creativeness Facilitate engagement & agility Speed-up decision making Reduce email exchange Reduce costs and environmental impact
123	End to end support ART	New call for BUS transactional services launched, awarded and in place. Art36 Supply Chain Re-engineering - Ready to be implemented; Verification Study Process Design approved; Technical support in scientific area identified and leaned; building and furniture and equipment ready for new staff.	Rooms Optimisation		End-to-End Support Services Project aims at enhancing the efficiency and effectiveness of the so-called "enabling" processes, supporting the identification and setting up of measures needed for on time and legally compliant implementation of the Transparency Regulation. Harmonisation/leaning of the administrative support tasks.
124	Travel management model (TMM)-ART				Centralisation of the staff missions outsourcing of the travel arrangements and the centralisation of the EFSA missions will allow to save 9 FTEs
125	Digital collaboration - IMP	Networks, working groups and knowledge and innovation communities (KICs) collaboration model and tools delivered			Digital technologies could help EFSA to strengthen internal team work, bond communities of experts and partners, enhance the Authority's ability to communicate with the larger scientific community and establish feedback mechanisms and improve transparency with the public at large. Well beyond technological support, Digital Collaboration is a set of practices to embrace networks of people to create business value, promoting measurable benefits in several strategically relevant areas. Improve productivity and efficiency of existing groups Enhance cross-silos collaboration Reduce duplication of work

#	Project name	Key milestones 2020	Key milestones 2021	Key milestones 2022	Benefits
					Enhance engagement and sense of belonging of all participants
SO5-OUTCOME - Compliance					
126	Objectivity policy	Reprioritization of the Competing Interest Rules for staff: formal consultation with the Commission has been moved to Q2 2020.			Ensuring the review of EFSA's policy on independent scientific decision-making process in line with the enhanced levels of transparency and engagement to be attained after the implementation phase of the TERA Project. Ensuring the alignment of EFSA's rules on Declarations of Interest to the forthcoming Independence Policy 2017.
127	Records and correspondence management project - IMP	Adoption of HERMES and ARES in EFSA as Record Repository and Record Workflow. Sunsetting of the OpenText Solution. Cleaning of the EFSA paper record archive			Transferring information from three EFSA legacy systems into the records management system (RMS), allowing simplification of information management Legal Compliance with Historical Archive Obligations Easier retrieval of records in case of Public Access to Documents request. Reduction of the paper historical archive.
128	ARTchitecture Programme -ART	Coordination according to programme/project methodology to achieve the milestones described in the single projects	Measures required by the new Transparency regulation in force (by March 2021)		EFSA needs to prepare for the forthcoming legislative amendment before its expected entry into force as of 2021. In view of the size, number and impact of the changes to EFSA (mission, strategy, processes, organisation) and its stakeholders (applicants, Member States, MB), a coordinated approach is crucial This activity will be integrated into EFSA's strategic, portfolio, budget and environment-scan processes

ANNEXES

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Annex I. Resource allocation per strategic objective for 2020-2023

1. Financial resources per strategic objective

Table 32a: Anticipated evolution of budget allocations (% of the total EFSA budget).

EFSA's strategic objective	Executed in 2019	Draft budget for 2020		Draft budget for 2021		Draft budget for 2022		Draft budget for 2023	
	million EUR	%	million EUR	%	million EUR	%	million EUR	%	million EUR
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	29.92	37 %	40.46	42 %	54.10	42 %	62.61	41 %	62.61
SO2. Widen EFSA's evidence base and optimise access to its data	4.93	11 %	12.33	5 %	6.52	5 %	6.77	4 %	5.45
SO3. Build the EU's risk assessment capacity and knowledge community	7.84	10 %	11.02	10 %	13.35	11 %	16.96	12 %	18.06
SO4. Prepare for future risk assessment challenges	6.22	9 %	9.20	11 %	13.63	15 %	22.40	16 %	23.75
SO5. Create an environment and culture that reflects EFSA's values	31.01	32 %	34.99	32 %	41.22	27 %	40.97	27 %	41.58
— of which operations	13.76	14 %	15.54	17 %	21.29	14 %	21.09	15 %	22.52
— of which support	17.25	18 %	19.45	15 %	19.93	13 %	19.88	13 %	19.05
Total EFSA	79.98	100 %	107.99	100 %	128.82	100 %	149.71	100 %	151.45
Of which Transparency Regulation (EU) 2019/1381			25.60		44.79		63.99		63.99

Table 32b: Budget allocations for the implementation of the transparency regulation measures (% of the total TR budget per year).

of which TR	Draft budget for 2020 million EUR				Draft budget for 2021 million EUR			
	BAU	DEV	TOTAL	%	BAU	DEV	TOTAL	%
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	5.68	2.15	7.83	31%	17.41	1.60	19.01	42%
SO2. Widen EFSA's evidence base and optimise access to its data	0.03	6.13	6.16	24%	1.66	0.78	2.44	5%
SO3. Build the EU's risk assessment capacity and knowledge community	3.59	0.01	3.60	14%	6.13	0.02	6.14	14%
SO4. Prepare for future risk assessment challenges	1.20	0.00	1.20	5%	8.07	0.00	8.07	18%
SO5. Create an environment and culture that reflects EFSA's values	2.47	4.34	6.81	27%	6.55	2.58	9.13	20%
— of which operations	1.42	1.97	3.39	13%	5.10	2.21	7.31	16%
— of which support	1.05	2.37	3.41	13%	1.45	0.37	1.82	4%
Total EFSA	12.97	12.63	25.60	100 %	39.82	4.98	44.79	100 %

2. Human resources per strategic objective

Table 33a: Anticipated evolution of staff allocations (% of the total of EFSA's FTEs).

EFSA's activities	Executed	Forecast for 2020		Forecast for 2021		Forecast for 2022		Forecast for 2023	
	2019								
	FTEs/ posts	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	194	216	43 %	236	44 %	256	45 %	256	45 %
SO2. Widen EFSA's evidence base and optimise access to its data	18	24	5 %	20	4 %	16	3 %	16	3 %
SO3. Build the EU's risk assessment capacity and knowledge community	31	31	6 %	31	6 %	34	6 %	34	6 %
SO4. Prepare for future risk assessment challenges	27	43	9 %	57	11 %	60	11 %	60	11 %
SO5. Create an environment and culture that reflects EFSA's values	192	190	38 %	193	36 %	204	36 %	204	36 %
— of which operations	71	70	14 %	74	14 %	78	14 %	78	14 %
— of which support	121	120	24 %	119	22 %	126	22 %	126	22 %
Total EFSA	462	506	100 %	538	100 %	570	100 %	570	100 %
Of which Transparency Regulation (EU) 2019/1381		42		75		106		106	

Table 33b: Staff allocations for the implementation of the transparency regulation measures (% of the total TR FTEs per year).

of which TR	Forecast for 2020 FTEs/posts				Forecast for 2021 FTEs/posts			
	BAU	DEV	TOTAL	%	BAU	DEV	TOTAL	%
SO1. Prioritise public and stakeholder engagement in the process of scientific assessment	2	11	12	29%	17	9	26	34%
SO2. Widen EFSA's evidence base and optimise access to its data	0	4	4	10%	2	7	9	13%
SO3. Build the EU's risk assessment capacity and knowledge community	2	0	2	5%	7	0	7	10%
SO4. Prepare for future risk assessment challenges	4	0	4	10%	13	0	13	18%
SO5. Create an environment and culture that reflects EFSA's values	6	13	19	46%	13	6	19	25%
— of which operations	1	4	6	14%	2	4	6	8%
— of which support	5	9	14	34%	11	2	13	17%
Total EFSA	14	28	42	100 %	52	22	75	100 %

Table 33c: Distribution of Staff allocations (FTEs) and budget for the implementation of the transparency regulation measures, per TR objective

of which TR by TR objective		Forecast for 2020				Forecast for 2021			
		BAU	DEV	TOTAL	%	BAU	DEV	TOTAL	%
TRA: Improve and clarify the rules on transparency, especially with regards to the scientific studies supporting the risk assessment	EUR million	0.00	4.58	4.58	18%	0.95	0.52	1.47	3%
	FTEs	0	2	2	4%	9	5	13	18%
QUA: Increase the guarantees of reliability, objectivity and independence of studies used by EFSA in its risk assessment for authorisation purposes	EUR million	2.08	0.67	2.75	11%	9.03	0.66	9.69	23%
	FTEs	4	2	6	14%	13	2	16	21%
CAP: Improve the governance, strengthen the involvement of Member States and address the limitations affecting the long-term scientific capacity of EFSA	EUR million	5.79	0.78	6.56	25%	19.12	0.50	18.62	43%
	FTEs	2	3	4	10%	10	5	14	19%
COM: Develop a more effective and transparent risk communication with the public in collaboration with Member States	EUR million	2.41	0.00	2.41	9%	4.72	0.00	4.72	11%
	FTEs	2	0	2	5%	6	0	6	8%
CROSS-CUTTING - DEVELOPMENT	EUR million	0.00	6.77	6.77	26%	0.00	1.35	1.35	3%
	FTEs	0	23	23	53%	0	10	10	13%
CROSS-CUTTING - SUPPORTING PROCESSES	EUR million	2.70	0.00	2.70	10%	7.00	0.00	7.00	16%
	FTEs	6	0	6	14%	15	0	15	20%
Total EFSA	EUR million	12.97	12.79	25.76		40.82	3.04	42.85	
	FTEs	14	29	43		53	22	75	

Annex II. Financial resources for 2021 - 2023

1. Expenditure

Table 34: Expenditure.

Expenditure/title	2020		2021	
	Budget commitment appropriations million EUR	Budget payment appropriations million EUR	Preliminary budget commitment appropriations million EUR	Preliminary budget payment appropriations million EUR
Title I — Staff expenditure	48.5	48.5	53.6	53.6
Title II — Infrastructure and operating expenditure	13.4	13.4	16.6	16.6
Title III — Operational expenditure	46.1	41.9	58.6	48.1
Total expenditure	108.0	103.8	128.8	118.3

Expenditure	Commitment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2020/2019	Budget forecast		
Title 1 - Staff expenditure	44,180,210	48,506,000	53,580,500	10.5%		55,975,500	57,963,500
Salaries & allowances	39,643,140	42,078,000	46,300,000	10.0%		49,778,000	51,725,000
- Of which establishment plan posts	30,597,253	33,157,000	36,589,000	10.4%		39,664,000	41,050,000
- Of which external personnel	9,045,887	8,921,000	9,711,000	8.9%		10,114,000	10,675,000
Expenditure relating to Staff recruitment	307,069	492,000	481,000	-2.2%		485,000	347,000
Mission expenses	240,500	310,000	340,000	9.7%		360,000	380,000

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Expenditure	Commitment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2020/2019	Budget forecast		
Socio-medical infrastructure	242,783	240,000	247,000	2.9%		252,000	258,000
Training	369,234	500,000	520,000	4.0%		540,000	550,000
External Services	2,044,135	3,431,000	4,122,500	20.2%		2,937,500	3,064,500
Receptions, events and representation	149	0	0	0.0%		0	0
Social welfare	1,333,200	1,455,000	1,570,000	7.9%		1,623,000	1,639,000
Other staff related expenditure	0	0	0	0.0%		0	0
Title 2 - Infrastructure and operating expenditure	10,424,211	13,400,679	16,617,800	24.0%		15,598,000	15,698,000
Rental of buildings and associated costs	5,797,722	6,552,053	7,423,000	13.3%		6,500,000	6,500,000
Information, communication technology and data processing	3,751,146	5,707,797	7,944,800	39.2%		7,468,000	7,568,000
Movable property and associated costs	278,548	534,669	443,840	-17.0%		723,840	723,840
Current administrative expenditure	223,324	286,500	366,500	27.9%		366,500	366,500
Postage / Telecommunications	317,354	228,660	228,660	0.0%		228,660	228,660
Meeting expenses	52,964	80,000	200,000	150.0%		300,000	300,000
Running costs in connection with operational activities	0	0	0	0.0%		0	0
Information and publishing	3,153	11,000	11,000	0.0%		11,000	11,000
Studies	0	0	0	0.0%		0	0
Other infrastructure and operating expenditure	0	0	0	0.0%		0	0
Title 3 - Operational expenditure	25,372,832	46,083,219	58,623,132	27.2%		78,139,572	77,792,542
Regulated Products	2,720,117	5,749,444	9,821,020	70.8%		10,247,900	10,247,900
Risk Assessment	2,598,553	4,898,090	8,366,761	70.8%		8,366,761	8,366,761
Scientific Cooperation & Strategy	7,923,684	11,715,485	20,473,152	74.8%		39,518,912	39,056,882
Communication	1,292,882	3,494,000	5,699,000	63.1%		6,000,000	6,000,000
Operational support	10,837,595	20,226,200	14,263,200	-29.5%		14,006,000	14,121,000
TOTAL	79,977,254	107,989,898	128,821,432	19.3%		149,713,072	151,454,042

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Expenditure	Payment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2020/2019	Budget forecast		
Title 1 - Staff expenditure	43,644,686	48,506,000	53,580,500	10.5%		55,975,500	57,963,500
Salaries & allowances	39,638,774	42,078,000	46,300,000	10.0%		49,778,000	51,725,000
- Of which establishment plan posts	30,597,253	33,157,000	36,589,000	10.4%		39,664,000	41,050,000
- Of which external personnel	9,041,521	8,921,000	9,711,000	8.9%		10,114,000	10,675,000
Expenditure relating to Staff recruitment	306,806	492,000	481,000	-2.2%		485,000	347,000
Mission expenses	235,455	310,000	340,000	9.7%		360,000	380,000
Socio-medical infrastructure	226,625	240,000	247,000	2.9%		252,000	258,000
Training	220,050	500,000	520,000	4.0%		540,000	550,000
External Services	1,688,127	3,431,000	4,122,500	20.2%		2,937,500	3,064,500
Receptions, events and representation	149	0	0	0.0%		0	0
Social welfare	1,328,700	1,455,000	1,570,000	7.9%		1,623,000	1,639,000
Other staff related expenditure	0	0	0	0.0%		0	0
Title 2 - Infrastructure and operating expenditure	8,217,434	13,400,679	16,617,800	24.0%		15,598,000	15,698,000
Rental of buildings and associated costs	4,704,895	6,552,053	7,423,000	13.3%		6,500,000	6,500,000
Information, communication technology and data processing	2,835,673	5,707,797	7,944,800	39.2%		7,468,000	7,568,000
Movable property and associated costs	210,199	534,669	443,840	-17.0%		723,840	723,840
Current administrative expenditure	157,323	286,500	366,500	27.9%		366,500	366,500
Postage / Telecommunications	271,902	228,660	228,660	0.0%		228,660	228,660
Meeting expenses	35,239	80,000	200,000	150.0%		300,000	300,000
Running costs in connection with operational activities	0	0	0	0.0%		0	0
Information and publishing	2,203	11,000	11,000	0.0%		11,000	11,000
Studies	0	0	0	0.0%		0	0
Other infrastructure and operating expenditure	0	0	0	0.0%		0	0

Expenditure	Payment appropriations						
	2019 Budget execution	Budget 2020	Draft budget 2021			Envisaged 2022	Envisaged 2023
			Agency request	VAR 2020/2019	Budget forecast		
Title 3 - Operational expenditure	20,648,433	41,939,724	48,134,490	14.8%		58,313,511	69,316,651
Regulated Products	2,653,468	5,749,444	9,821,020	70.8%		10,247,900	10,247,900
Risk Assessment	2,532,805	4,898,090	8,366,761	70.8%		8,366,761	8,366,761
Scientific Cooperation & Strategy	7,161,985	7,511,590	9,946,394	32.4%		19,692,851	30,580,991
Communication	1,048,169	3,494,000	5,699,000	63.1%		6,000,000	6,000,000
Operational support	7,252,005	20,286,600	14,301,316	-29.5%		14,006,000	14,121,000
TOTAL	72,510,553	103,846,403	118,332,790	13.9%		129,887,011	142,978,151

2. Revenues

Table 35: Revenues.

Revenues	2019	2020	2021
	2018 executed budget in million EUR (forecast)	Revenues estimated by the authority	Budget forecast
EU contribution	77.4	101.4	115.6
Additional EU funding: ad hoc grants and delegation agreements	0.5	0.0	0.0
Other revenue	1.9	2.4	2.8
Total revenues	79.8	103.8	118.3

Revenue	2019	2020	2021			Envisaged 2022	Envisaged 2023
	Executed budget*	Revenues estimated by the Agency	As requested by the Agency	Budget forecast	VAR 2021/20 (%)		
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	77,402,001	101,413,013	115,558,185		14%	126,840,503	139,623,571
- of which assigned revenues deriving from previous years 'surpluses	310,366	442,464	429,375			429,375	429,375

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3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	1,851,441	2,433,390	2,774,604		14%	3,046,508	3,354,580
- Of which EEA/EFTA (excl. Switzerland)	1,851,441	2,433,390	2,774,604		14%	3,046,508	3,354,580
Of which candidate countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS	33,344						
- of which interest generated by funds paid by the Commission by way of EU contribution	33,344						
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	79,286,785.6	103,846,403.27	118,332,789		14%	129,887,011	142,978,151

Additional EU funding:

Revenue	2019	2020	2021		VAR 2021/20 (%)	Envisaged 2021	Envisaged 2022
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM AD HOC GRANTS	750,000						
ADDITIONAL EU FUNDING STEMMING FROM DELEGATION AGREEMENTS	0						
TOTAL REVENUES	750,000	0	0	0	0	0	0

3. Calculation of budget out-turn

Table 36: Budget outturn and cancellation of appropriations.

Budget out-turn	2017	2018	2019
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	81 073 043.89	80,359,603.57	80,496,256.65
Payments made (-)	- 74 606 228.36	-73,606,299.19	-72,966,330.23
Carry-over of appropriations (-)	- 6 789 633.89	-7,131,112.74	-7,854,893.86
Cancellation of appropriations carried over (+)	291 011.86	206,165.59	424,520.61
Exchange-rate differences (+/-)	- 577.58	-146.85	-1,475.69
Adjustment for carry-over from previous years of assigned revenue	342 749.70	614,253.89	335,797.06
Out-turn pre-accession programme DG Neighbourhood and Enlargement Negotiations			-4,499.95
Total	310 365.62	442,464.27	429,374.59

Cancellation of appropriations

Cancellation of commitment appropriations

- Out of the EUR 79.99 million in commitment appropriations available, EUR 79.98 million or 99.99 % (100.00 % in 2018) was utilised, leaving EUR 0.01 million in commitment appropriations unutilised.

Cancellation of payment appropriations for the year

- Out of the EUR 79.27 million in payment appropriations available, EUR 72.51 million or 91.45 % (91.31 % in 2018) was paid. EUR 6.77 million corresponding to 9.31 % of non-differentiated credits (9.6 % in 2018) was carried forward. Minor amount⁽¹⁴⁰⁾ of differentiated payment appropriations remained unutilised.

Cancellation of payment appropriations carried over

- Out of the EUR 6.80 million in payment appropriations carried over, EUR 6.37 million or 99.75% was paid, leaving EUR 0.42 million unutilised.

Justification

Budget out-turn

- The budget out-turn 2019 remained stable compared to 2018 and stands at EUR 0.43 million (EUR 0.44 million in 2018) or 0.54% of total revenue. It mainly originates from the cancellation of payment appropriations and appropriations carried forward. Tight treasury management and payment forecast system allow optimisation of treasury utilisation, thereby keeping the out- turn low.

⁽¹⁴⁰⁾ Exact amount € 1.514

Cancellation of appropriations

- The cancellation of appropriations carried over stems mainly from the excess carry forward in all three Titles: in Title III mainly Operational IT systems, scientific meetings and risk communications, in Title I mainly consultancy, other services and training and in Title II mainly telecom cost.

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Annex III. Human resources for 2021-2023 — quantitative

1. The staff population and its evolution

Table 37: Overview of all categories of staff.⁽¹⁴¹⁾

Staff population ⁽¹⁴²⁾		Actually filled as of 31.12.2018	Authorised under EU budget 2019	Actually filled as of 31.12.2019	Draft budget 2020	Draft budget 2020 - 178 TR impact	TOTAL 2020	Envisaged in 2021	Envisaged in 2021 - 178 TR	TOTAL 2021	Envisaged in 2022	Envisaged in 2022 - 178 TR	TOTAL 2022	Envisaged in 2023	Envisaged in 2023 - 178 TR	TOTAL 2023
Officials	AD	5	5	5	5	0	5	5	0	5	5	0	5	5	0	5
	AST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TA	AD	206	215	210	221	29	250	224	55	279	227	80	307	230	80	310
	AST	100	100	98	94	5	99	91	5	96	88	5	93	85	5	90
	AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total⁽¹⁴³⁾		311	320	313	320	34	354	320	60	380	320	85	405	320	85	405
CA GF IV		95	106	105	106	8	114	107	15	122	108	21	129	109	21	130
CA GF III		7	7	7	7	0	7	7	0	7	7	0	7	7	0	7
CA GF II		20	18	19	18	0	18	17	0	17	16	0	16	15	0	15
CA GF I		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total CA⁽¹⁴⁴⁾		122	131	131	131	8	139	131	15	146	131	21	152	131	21	152
SNE ⁽¹⁴⁵⁾		14	16	15	16	0	16	16	0	16	16	0	16	15	0	15

⁽¹⁴¹⁾ The 2018 Establishment Plan figures refers to the ones approved by the EFSA's Management Board in December 2017 following the realignment requested by the European Commission. While confirming the total authorised posts, these figures are not fully aligned, in term of distribution by grade, to the ones of the Budget 2018 published in the Official Journal of the EU. The figures related to the additional posts envisaged from 2020 onwards in relation to the Transparency Regulation EU) 2019/1381 are reported in a cumulative manner (2020: +42 posts, 2021: +75 posts in total of which +42 from 2020, 2022: +106 posts in total of which +75 from previous years). Three Contract Agents assigned to EFSA from 2020 onwards will be utilised by ECHA to hire 3 new staff members in the frame of IUCLID project from 2020 to 2022.

⁽¹⁴²⁾ 31.12.2018: posts filled include three offer letters sent and accepted, both on 31.12.2018 and on 31.12.2019 draft figures.

⁽¹⁴³⁾ Headcounts.

⁽¹⁴⁴⁾ FTEs.

⁽¹⁴⁵⁾ FTEs. Including 1 SNE dedicated to the pre-accession programme financed by DG NEAR

Staff population ⁽¹⁴²⁾	Actually filled as of 31.12.2018	Authorised under EU budget 2019	Actually filled as of 31.12.2019	Draft budget 2020	Draft budget 2020 - 178 TR impact	TOTAL 2020	Envisaged in 2021	Envisaged in 2021 - 178 TR	TOTAL 2021	Envisaged in 2022	Envisaged in 2022 - 178 TR	TOTAL 2022	Envisaged in 2023	Envisaged in 2023 - 178 TR	TOTAL 2023
Structural service providers ⁽¹⁴⁶⁾	57		60	60	0	60	60	0	60	60	0	60	60	0	60
TOTAL	504	467	519	527	42	569	527	75	602	527	106	633	526	106	632
External staff ⁽¹⁴⁷⁾ for occasional replacement	29		33												

It should be noted that, in accordance with the reform of the EU Staff Regulations, EFSA is aware of the implementation of the new AST/SC type of post. Most of the clerical tasks have been outsourced and are being delivered by external providers (i.e. reception, post office, hussier/archive, building safety and security). In the Authority's Competency Library we do not plan any profiles with a purely secretary clerical tasks. The Admin Assistant Job profile (AST 1-3 and FG I-II) includes tasks with higher degree of complexity compared to a pure clerical function, such as unit and business coordination, financial management, planning and monitoring, project management, internal communication. Additional distinctive tasks are foreseen for the Admin Assistant staff working in Scientific Units. For the above reasons the Authority does not plan to revert to employing statutory staff for the execution of purely clerical tasks.

⁽¹⁴⁶⁾ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/supportive 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 Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge etc.); and (4) contributing to the added value of the Commission. Structural service providers (2019 FTEs) refer to:

- Transformation Services: Service Desk + conciergerie + webinars + open plenaries support (22.1), times & means contracts (4.2).
- EFSA Corporate Services Unit (Corser) and HUCAP: guards (10.5), cleaning (6), huissier/archive, reception/post office (11), maintenance (2), technical assistance for the building (1), safety and environmental consultant (2), medical services (0.75).

⁽¹⁴⁷⁾ FTEs.

2. Multiannual staff policy plan for 2018-2023

Table 38: Establishment plan evolution for 2018-2022. ⁽¹⁴⁸⁾

Category and grade	Establishment plan in EU Budget 2019		Actually filled as of 31.12.2019		Establishment plan in draft EU budget 2020		Establishment plan 2020 - 178 TR		Establishment plan 2020 - TOTAL		Establishment plan 2021		Establishment plan 2021 - 178 TR		Establishment plan 2021 - TOTAL		Establishment plan 2022		Establishment plan 2022 - 178 TR		Establishment plan 2022 - TOTAL		Establishment plan 2023		Establishment plan 2023 - 178 TR		Establishment plan 2023 - TOTAL	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					0	0				
AD 15	0	1	0	1	0	1	0	0	0	1	0	1	0	0	0	1	0	1					0	1				
AD 14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1					0	2				
AD 13	0	2	0	1	0	4	0	0	0	4	0	4	0	0	0	4	0	4					0	4				
AD 12	0	7	0	5	0	4	0	0	0	4	0	4	0	0	0	4	0	5					0	6				
AD 11	0	9	0	7	0	8	0	0	0	8	0	10	0	0	0	10	0	11					0	12				
AD 10	0	20	0	14	0	19	0	0	0	19	0	20	0	0	0	20	0	23					1	26				
AD 9	0	38	0	31	1	38	0	2	1	40	1	40	0	3	1	43	2	43					2	46				
AD 8	2	57	2	60	3	58	0	4	3	62	4	61	0	7	4	68	3	60					2	59				
AD 7	3	45	3	49	1	49	0	10	1	59	0	48	0	20	0	68	0	47					0	45				
AD 6	0	27	0	34	0	32	0	11	0	43	0	31	0	21	0	52	0	29					0	26				
AD 5	0	9	0	7	0	8	0	2	0	10	0	5	0	4	0	9	0	3					0	3				
Total AD	5	215	5	210	5	221	0	29	5	250	5	224	0	55	5	279	5	227	0	80	5	307	5	230	0	80	5	310
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					0	0				
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					0	0				
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					0	0				
AST 8	0	1	0	0	0	1	0	0	0	1	0	2	0	0	0	2	0	3					0	4				
AST 7	0	3	0	3	0	4	0	0	0	4	0	4	0	0	0	4	0	4					0	5				
AST 6	0	7	0	6	0	6	0	0	0	6	0	9	0	0	0	9	0	11					0	12				
AST 5	0	21	0	16	0	21	0	0	0	21	0	21	0	0	0	21	0	23					0	24				
AST 4	0	32	0	36	0	32	0	2	0	34	0	30	0	2	0	32	0	27					0	25				
AST 3	0	20	0	19	0	19	0	3	0	22	0	14	0	3	0	17	0	12					0	9				
AST 2	0	15	0	17	0	11	0	0	0	11	0	11	0	0	0	11	0	8					0	6				
AST 1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0					0					
Total AST	0	100	0	98	0	94	0	5	0	99	0	91	0	5	0	96	0	88	0	5	0	93	0	85	0	5	0	90
AST/SC6	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				

⁽¹⁴⁸⁾ The 2018 Establishment Plan figures refers to the ones approved by the EFSA's Management Board in December 2017 following the realignment requested by the European Commission. While confirming the total authorised posts, these figures are not fully aligned, in term of distribution by grade, to the ones of the Budget 2018 published in the Official Journal of the EU

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Category and grade	Establishment plan in EU Budget 2019		Actually filled as of 31.12.2019		Establishment plan in draft EU budget 2020		Establishment plan 2020 - 178 TR		Establishment plan 2020 - TOTAL		Establishment plan 2021		Establishment plan 2021 - 178 TR		Establishment plan 2021 - TOTAL		Establishment plan 2022		Establishment plan 2022 - 178 TR		Establishment plan 2022 - TOTAL		Establishment plan 2023		Establishment plan 2023 - 178 TR		Establishment plan 2023 - TOTAL	
AST/SC5	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				
AST/SC4	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				
AST/SC3	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				
AST/SC2	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				
AST/SC1	0	0	0	0	0	0	0	0	0	0	0	0					0	0					0	0				
Total AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	5	315	5	308	5	315	0	34	5	349	5	315	0	60	5	375	5	315	0	85	5	400	5	315	0	85	5	400

Annex IV. Human resources for 2021-2023 — qualitative

1. Recruitment policy

Statutory staff (officials, temporary agents, contract agents)

In 2018 EFSA reached the multiannual reduction target provided for in its establishment plan, as set out in 2013 by the Commission with a view to the programming of resources for 2014-2020. The removal of 36 TA posts (including 4 in 2018) corresponds to 10 % of the 2012 baseline capacity (from 355 to 319 posts³²⁰ posts as of 2019 to cover the hiring of the head of the newly established Shared Support Office of the European Union Agency Network).

The EFSA's Establishment Plan request envisages a gradual conversion of AST posts into AD posts in order to increase its share of Knowledge Workers vs. Support Staff. On this regard several initiatives of project/process improvements have been put in place to achieve efficiency gains, generating "free capacity" as well as financial benefits (see also details reported in Appendix D of the Programming Document). These initiatives have also led to the outsourcing of some services freeing up internal FTEs mainly pertaining to the AST category that can be upgraded to ADs and the plan is to follow this pattern in the coming years. EFSA is aware that the gradual transformation of AST into AD posts has a budgetary impact and will strictly monitor the impact on Title I expenditures.

EFSA is using an innovative recruitment solution to attract, source and select its staff, experts, trainees and SNEs.

EFSA implemented the Oracle HCM recruitment module (Taleo) for managing the end-to-end selection process in a digital and automated way.

The recruitment tool includes a branded career site and facilitates the dissemination of jobs, referrals and provides analytics on candidates. This has helped to increase the number and relevance of applicants for each vacancy.

The tool supports the Selection Board in evaluating candidates as well as recruiters in performing operational activities (including approval workflows, electronic offers, correspondence templates, reporting).

In addition, EFSA has implemented recorded video interviews as an intermediate assessment phase which has helped to increase the quality of candidates that are brought forward to the last interview phase with the Selection Board.

During 2019 EFSA worked to further streamline its recruitment process to continuously improve the efficiency and responsiveness of the selection process in line with the procedures laid down in the Staff Regulations. Also, interagency mobility was facilitated and is being implemented effectively following the adoption in 2015 of the new implementing rules on the engagement and use of TAs under Article 2(f) of the Conditions of Employment of Other Servants of the European Union (CEOS).

EFSA is further developing initiatives to position itself as an employer of choice — also in collaboration with other EU agencies — and to extend awareness of its value proposition. Enhanced visibility of career opportunities is achieved by means of the wider and targeted dissemination of vacancies, recruitment campaigns and proactive use of social media. EFSA continues to invest in its successful traineeship scheme as a way to gain visibility among young professionals across Europe and beyond and to create a pool of young people with first-hand experience of EFSA who may be prepared to collaborate with EFSA in the future.

To facilitate the launch of a competency-based approach to people management in the organisation, EFSA is developing the processes and tools required through the talent management project. In parallel, within the EMP, a strategic competency analysis project is starting, to ensure that EFSA maps the competencies and job profiles required to deliver its strategic goals by 2020. Already in 2017 the project started to deliver its envisaged outcomes, which, as a consequence, are impacting on the various processes of workforce planning, selection and development of talents.

The increase in quality of the above processes is promoted through a targeted leadership development programme, aimed at training managers on harmonised standards and organisational values.

The list below recaps the typical grades at which each job category is filled.

'Assistant' job family

- 'Assistant' job category (staff carrying out administrative, technical or training activities such as assistance and/or secretarial work requiring a certain degree of autonomy). Typically, these posts are filled by grades SC1-SC2, AST1-AST3, FGI.1-3, FGII.4-7, and long term mainly by FGI.1-3 and FGII.4-7.
- 'Technical assistant' job category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science and communication, following advice from their managers. Technical assistants may also provide assistance in general and budgetary processes and may coordinate administrative work. These jobs are of a technical rather than a clerical nature and require a number of years of experience. Typically, these posts are filled by grades AST4-AST9, with an entry level normally at AST4, and FGIII.8-12.
- 'Senior assistant' job category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination). Typically, these posts are filled by grades AST10- AST11. The current EFSA's Establishment Plan doesn't include any AST posts corresponding to the Senior Assistant job category.

'Operational' job family

- 'Junior officer' Job category (staff providing junior officer expertise in a specific field of knowledge, for example junior legal officer, junior scientist, etc.). Typically, these posts are filled by the grade FGIV.13
- 'Officer' job category (staff providing officer expertise in a specific field of knowledge, for example. legal officer, scientist). Typically, these posts are filled by grades AD5-AD6-AD7 depending on the level of seniority required and FG IV.14-18.
- 'Senior officer' job category (staff providing senior-officer expertise in a specific field of knowledge, for example senior legal officer, senior scientist, etc.).

Typically, these posts are filled by grades AD8-AD12, with an entry level normally at AD8.

'Management' job family

- 'Manager' job category (staff providing managerial expertise in the definition of the organisational strategy, for example head of department, and staff providing managerial expertise in the implementation of the organisational strategy, for example head of unit). Typically, these posts are filled by grades AD9-AD14, with an entry level at AD9-AD10 for Head of Unit and AD-12 for Head of Department positions.
- 'Senior manager' job category (executive director). Typically, these posts are filled by grades AD14-AD15.

Following the 2014 Staff Regulations reform, EFSA adopted and is already applying the new implementing rules on the engagement and use of temporary staff for agencies (TA2f) as well as the new rules for the Contract Staff, thus ensuring a more consistent staff policy.

Concerning the duration of employment, TAs and CAs are currently offered a 5-year contract, renewable for another limited time period not exceeding 5 years. These contracts are converted into contracts of an indefinite nature if a second renewal is offered and accepted. All contract renewals are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

In addition, EFSA has activated short-term CA positions (function group IV) for a shorter duration allocated to time-limited scientific projects, ensuring the principle of budget neutrality. This allows EFSA to keep an adequate degree of flexibility to address the temporary coverage of annual or multiannual project needs.

When preparing the draft budgets EFSA is committed to complying with the budget ceilings provided by the Commission. Instead of outsourcing certain operational tasks and considering that such outsourcing is not allowed for EFSA's core tasks, it was therefore decided to adjust the number of CAs for operational reasons, to address peaks in workload and the structural backlog observed in certain areas.

Non-statutory staff

Seconded national experts

The objective of the SNEs' programme is to foster the exchange of experience and knowledge of European food safety RA working methods and to widen the expertise network. Experts can be seconded to EFSA for a period comprised between 6 months and 4 years.

Traineeships

EFSA offers paid traineeships and unpaid study visits to talented, highly qualified young professionals early in their careers, in a field of their choice. Trainees at EFSA have the opportunity to immerse themselves in the Authority's work and in the European food safety system in general. The traineeship may last from a minimum of 5 months to a maximum of 12 months.

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

Interims

In compliance with both the EU legal framework and Italian labour legislation, EFSA's policy is to rely on interim services only under specific circumstances and for limited periods of time.

EFSA holds a framework contract, managed by the EFSA Human Capital (HUCAP) Unit, which has been concluded with an interim staff agency' selected through a public call for tenders to purchase interim services. This framework contract, renewed in 2017, introduced a broader spectrum of skills with the aim of including more technically specialised staff. The types of interim services that can be deployed are as follows.

- Administrative support covering tasks performed by statutory staff classified as being in an assistant-level job category (TA or CA). This corresponds to services with a low/medium level of technical competency to be delivered with a low/medium level of autonomy.
- Administrative, technical and scientific tasks performed by statutory staff classified as being in a technical assistant/junior-officer-level job category (TA or CA). This corresponds to services with medium/high level of technical competency to be delivered with a medium/high level of autonomy.

The average contract duration for interim staff is 18 months, the maximum being 2 years, in compliance with Italian employment law.

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

Structural service providers

All services are procured via dedicated open calls for tenders. All procurement activities are carried out in accordance with the following legal provisions.

- Basic act: Council Regulation (EC) No 178/2002 (EFSA's founding regulation).
- Financial regulation: Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council, Title V.
- Rules of application: Commission Delegated Regulation (EU) No 1268/2012.

2. Appraisal of performance and reclassification/promotion

EFSA's Performance Management cycle is built towards a fully integrated Talent Management approach. Each step contributes to the appropriate development and management of EFSA's individual talents, which, as a consequence influences and positively impacts the performance of the organisation as a whole. Talent development and performance management at EFSA take place through continuous dialogue between staff and managers providing feedback and looking towards future opportunities.

EFSA promotes a culture of ongoing feedback throughout the year through the performance dialogue exercise, this exercise is initiated with goal setting and development opportunities discussed in Q1, it entails a mandatory intermediate dialogue also known as the mid-year review, ample informal opportunities for discussion throughout the year and a final formal end of year assessment.

As regards promotion/reclassification at EFSA, in line with the Organisation's approach to talent management is instrumental to reward people's top performance and acknowledgment of their contributions to EFSA's success.

Compared to the previous framework applicable to the promotion of officials and the reclassification of TAs and CAs, the new general implementing provisions introduce a comparison of merits, which is carried out separately for each staff category: officials, TAs and CAs. The promotion/reclassification procedure consists of a qualitative assessment with no predefined promotion thresholds or award of promotion/reclassification points. In case of the equal merit of two candidates, other factors beyond standard criteria may be considered by the Executive Director.

These new rules are effective as of the 2018 promotion/reclassification exercise.

The outcome of the 2018 promotion/reclassification exercise resulted in 42 statutory staff members being promoted/reclassified, corresponding to 11,7 % of eligible staff (358), distributed as follows:

By Contract Type:

- 1 Official | *25% of total Officials eligible*
- 31 Temporary Agents | *12% of total TAs eligible*
- 11 Contract Agents | *12% of total CAs eligible*

By Job Category:

- 2 Managers | *12% of total Managers eligible*
- 4 Senior Officers | *5% of Senior Officers eligible*
- 20 Officers | *15% of total Officers eligible*
- 2 Junior Officers | *11% of total Junior Officers eligible*
- 7 Technical Assistants | *15% of total Technical Assistants eligible*
- 8 Assistants | *15% of total Assistants eligible*

EFSA's promotion rate will continue to be monitored in the coming years so as to respect the rates indicated in Annex IB of the Staff Regulations as far as possible, bearing in mind that motivation at work is a priority at EFSA, promotion/reclassification is only one of the tools to recognise commitment and contribution to EFSA's success and, other actions relating to career development were discussed at the talent-review meetings.

Developing EFSA's talents and ensuring that the organisation is ready to meet future challenges becomes more and more pertinent for EFSA in light with the new Regulation 178/2002. While EFSA has processes in place to identify competency gaps and key learning needs which are usually met with internal or external learning solutions or with other informal ways of learning (e.g. on the job, through projects etc), there is a need to offer more development tools for key individuals who have the capacity to progress in the organisation, being vertically or transversally hence, a proposal for developing EFSA's talent pool has been adopted. This will include the introduction of two programmes: one focusing on personal leadership development and one focusing on technical development. The programme will complement the standard learning offer and external training opportunities.

Table 39: Reclassification of temporary staff/promotion of officials.

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted / reclassified in 2019		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 15					
AD 14		1			
AD 13					
AD 12		6			
AD 11		6			
AD 10		12		1	8.72
AD 9		25		1	5.84
AD 8		57		4	10.50
AD 7	5	52	1	7	6.48
AD 6		35		4	4.36
AD 5		11		1	12.22
Total AD	5	205	1	18	7.27
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6		3			
AST 5		15		2	7.84
AST 4		36		5	7.29
AST 3		22		4	5.84
AST 2		21		1	10.84
AST 1		3		1	11.13
Total AST	0	102	0	13	7.50
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0	0	0	
Total	5	307	1	31	7.36

Table 40: Reclassification of contract staff.

Function group	Grade	Staff in activity at 01.01.2018	How many staff members were reclassified in 2019	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	4		
	15	13		
	14	50	7	4.04
	13	24	2	2.33
CA III	12			
	11			
	10	1		
	9	3		
	8			
CA II	7			
	6	6		
	5	13	1	8.68
	4	5	1	10.05
CA I	3			
	2	1		
	1			
Total		120	11	4.70

3. Mobility policy

Mobility within EFSA

Internal moves are processed using Article 7 of the Staff Regulations and, for transparency purposes, they are published internally on the intranet portal.

To ensure its continued ability to perform and deliver efficient service quality, EFSA has put in place a number of internal mobility opportunities, creating a motivated and versatile workforce able to respond to future demands and challenges.

In 2019, 30 EFSA staff members changed their job through internal mobility, both to respond to business needs and due to staff motivation. In practical terms the tools used to cover vacant posts internally are performance dialogue career motivation, talent-review outcomes, assignments to specific projects, transfer resulting from an internal selection procedure transfer in the interest of the service as well as the redeployment of staff as a consequence of organisational change and the outsourcing of tasks.

Mobility between agencies (interagency job market)

On 6 October 2009 EFSA joined the interagency job market. As with all other agencies, the basis of EFSA's participation in the interagency job market is to offer staff opportunities for mobility in agencies by ensuring the continuation of careers and grades. In June 2015 EFSA adopted the new rules on engagement and use of TAs under Article 2(f) of the Conditions of Employment of Other Servants of the European Union (CEOS), and in 2017 the Authority implemented the provision allowing the recruitment

of TA staff while ensuring career continuity. In addition, in September 2019 EFSA adopted the new rules on the conditions of employment of Contract Agent allowing more favourable conditions for mobility o between institutions of Contract Agent staff.

Mobility between EU agencies and EU institutions

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

4. Gender and geographical balance

Gender balance (31 December 2019)

The overall gender balance among EFSA's staff — as presented in Table 41 — shows female prevalence; this majority is more marked among TA/AST staff and CAs. With specific reference to the managerial population we noted different compositions among (a) middle managers and (b) team leaders: (a) 11 women out of 24 corresponding to 45.8%/54.2 %; (b) 16 women out of 39 corresponding to 41.0%/59%. The overall gender balance for managerial positions, including the Executive Director (Senior Manager) is of 42.2% women/57.8% men (27 women out of a total managerial population of 64).

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

Without prejudice to non-discrimination practices, EFSA will, as much as possible, pursue a gender-balanced structure for its staff at the time of the appointment of the successful incumbent.

Table 41: EFSA staff by gender.

Gender	Officials		Temporary Agents		Contract Agents				SNEs	TOTAL	
	AD	AST	AD	AST	FG IV	FG III	FG II	FG I		Number	%
Female	2	0	105	79	63	5	14	0	8	278	60.6%
Male	3	0	105	19	40	2	5	0	7	181	39.4%
Total	5	0	209	98	103	7	19	0	15	456	100%

Geographical balance (31 December 2019)

EFSA's recruitment policies are designed to attract and retain the required competences to support the delivery of its work plan, with no discrimination with regard to gender and geographical balance, in compliance with the Staff Regulations. The distribution of staff by nationality is presented in Table 41.

EFSA is closely monitoring and proactively seeking to ensure a balanced representation of as many EU nationalities as possible. The new wave of recruitments foreseen in the coming years will be an opportunity for the Agency to reach a more balanced representation of staff coming from the different Member States, without prejudice to the rules governing the recruitment process. Implemented measures include the following.

- Proactive promotion of EFSA career opportunities in all EU Member States in close cooperation with EFSA's scientific networks and focal points, and by organising recruitment campaigns with European universities and participating in European job fairs.

- Promotion of equal opportunities during selection procedures to prevent any kind of discrimination, including the unbalanced composition of the board.
- Broad dissemination of vacancy notices available in all EU official languages through publication on the EPSO website, EU specialised job boards and relevant social media platforms.
- Enhanced collaboration with EU agencies to increase the visibility of career opportunities and collaborate on joint selection procedures.
- Implementation of new relocation services to support newcomers before their arrival and during their first months in EFSA, and continued support for expats to relieve them of the burden of local administrative procedures. For the provision of these services a framework contract with an external service provider was finalised in September 2018 and services offered are being fine-tuned to guarantee the best possible and suitable support to staff members new to the organisation and to the city/Country.
- Further investment in the traineeship programme as a pipeline for the future talents of EFSA.
- Wellbeing activities, such as postural workout within EFSA premises, are being offered to staff.
- Provision of Italian language courses to newcomers and their spouses for integration purposes. This can serve as a retention measure, as foreseeably staff and their families will feel better integrated.

Table 42: EFSA staff by nationality.

Nationality	Officials		Temporary Agents		Contract Agents				SNEs	TOTAL	
	AD	AST	AD	AST	FG IV	FG III	FG II	FG I		Number	%
Austria			10		1					11	2.4%
Belgium			23	8	3	1				35	7.6%
Bulgaria					1	1	1			3	0.7%
Costa Rica									1	1	0.2%
Croatia			1		1				2	4	0.9%
Czech Republic			1	1	1					3	0.7%
Denmark			2	1						3	0.7%
Estonia									1	1	0.2%
France	1		13	3	5	1				23	5.0%
Germany			12		6		2		1	21	4.6%
Greece			7		15		1		5	28	6.1%
Hungary			6	1	2		1			10	2.2%
Ireland			4	5						9	2.0%
Italy	1		87	61	42	3	12		1	207	45.1%
Latvia			1							1	0.2%
Lithuania									1	1	0.2%
Luxembourg			3							3	0.7%
Malta				1						1	0.2%
Montenegro									1	1	0.2%
Netherlands			4							4	0.9%
Poland				1	5		1			7	1.5%

Nationality	Officials		Temporary Agents		Contract Agents				SNEs	TOTAL	
	AD	AST	AD	AST	FG IV	FG III	FG II	FG I		Number	%
Portugal	2		5	2	1					10	2.2%
Romania			1	3	3	1			1	9	2.0%
Serbia									1	1	0.2%
Slovakia	1		1	1	3		1			7	1.5%
Slovenia					1					1	0.2%
Spain			20	6	12					38	8.3%
Sweden				1						1	0.2%
United Kingdom			9	3	3					15	3.3%
Total	5	0	210	98	105	7	19	0	15	459	100.0%

5. Schooling

EFSA considers schooling to be an essential part of its staff policy. For this purpose a European School (Scuola per l'Europa) was established in 2004 and accredited in 2008 under the European Schools system. The school offers teaching up to baccalaureate level. In 2009 the Italian authorities commissioned the construction of a new building to host the school (the current facilities being in an unsatisfactory condition) through a project with a cost totalling EUR 35 million (to be paid by the Italian authorities). Following the suspension of work on the building in 2012 (due to financial difficulties with the construction company) the new building was completed in 2017 and, for the start of the new 2017-2018 school year, the school moved to the new facilities.

A contribution to the EU-accredited European School in Parma worth around EUR 1.3 million was paid from EFSA's 2019 budget for the 2018-2019 school year. The amount budgeted for 2020 onwards has been increased to cover the expected increases both in the annual school fees and in the number of pupils also deriving from the expected increase in the staff number in view of the implementation of the Transparency Regulation.

Table 43: Number of pupils per school year.

2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
140	148	158	152	166	178

Annex V. Buildings

1. Current building

Table 44: Current building.

	Name, location and type of building	Other comments
Information to be provided for each building	EFSA seat, Parma, office building	EFSA seat was acquired on 19.12.2011
Surface area (in square metres) — of which office space: — of which non-office space:	27 500 m ² total 14 200 m ² office space 1 600 m ² restaurant/kitchen 11 700 m ² car park, basement and technical areas	
Annual down payment (in EUR)	1.65 million	
Type and duration of rental contract	25 years, ending in December 2036	
Host-country grant or support	0	
Present value of the building (in EUR)	21.443 million	Capital value remaining due at 31.12.2019
Information to be provided for each building	EFSA representative office, Brussels	EFSA rental contract was signed on 30.8.2016
Office-space area (in square metres)	36 m ² of office space	
Annual rent (in EUR)	36 000, all services included	
Type and duration of rental contract	1 year, renewable	
Host-country grant or support	0	
Present value of the building		
Information to be provided for each building	Shared Services Office, Brussels	EFSA, as the host agency, signed the rental contract on behalf of the EU Agencies Network
Office-space area (in square metres)	54 m ² of office space	
Annual rent (in EUR)	EUR 45 333	The annual rent is shared among the EU Agencies Network members, each agency contributing proportionally
Type and duration of rental contract	4 years, renewable	From 1 March 2018 to 28 February 2022
Host-country grant or support	0	
Present value of the building		

2. Building projects in the planning phase

Not applicable.

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

Not applicable.

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Annex VI. Privileges and immunities

Table 45: Privileges and immunities.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities/diplomatic status	Education/day care
In the seat agreement the Italian government committed to applying to the authority the privileges and immunities provided for in the Protocol on the Privileges and Immunities of the European Communities, signed in Brussels on 8 April 1965	The executive director of the authority and members of the senior management team, their spouses and dependent family members are granted the privileges and immunities, facilities and concessions that are granted by the Italian government to members of equivalent rank in the diplomatic corps in Italy	
The authority, its assets and funds, wherever they may be, are immune — during the performance of their official activities — from any form of legal proceedings and are not the subject of any administrative or legal measure of constraint	Staff are exempt from national taxes on salaries, wages and emoluments paid by the authority	
The premises and the buildings used by the authority, as well as the archives, are inviolable	Staff are immune from legal proceedings in respect of acts performed by them in the exercise of their official duties	
The authority, its funds, assets and income are, within the limits of their official activities, exempt from all the taxes and direct duties due to the state, regions, provinces and municipalities	Staff are, in respect of exchange regulations, accorded the same facilities as those accorded to officials of equal rank on foreign diplomatic missions in Italy and receive the same assistance with repatriation as is granted to diplomats in the event of international crises	
The authority is exempt from VAT for substantial purchases of goods and services relating to its official tasks and the exercise of its duties	Staff benefit, within a period of 2 years starting from the official move of the authority to its permanent seat or appointment by the authority, whichever is later, from a tax installation benefit — VAT exemption — on the purchase of furniture and other household goods necessary for their installation	
The authority is exempt from any customs duty, tax, prohibition or restriction on goods of any type imported or exported in the exercise of its own official activities	Members of staff who are not permanent residents in Italy on taking up their functions with the authority, or staff members employed by the authority prior to the move to Parma, may acquire one motor vehicle duty and tax free during their period of residence in Italy; the vehicle is registered in a special series	
The authority is exempt from taxes, duties and any other fees, as well as from any prohibition or restriction on importing vehicles intended 'for official activities' and on the relevant spare parts		

Annex VII. Evaluations

Evaluations (ex-ante and ex-post) encompass an assessment of initiatives according to a defined set of parameters, providing a solid evidence base to drive decisions and contribute to optimising the use of resources to ensure efficiency, effectiveness and the best value for taxpayers' money.

EFSA's revamped approach to evaluations, to be fully implemented as of 2020, following the EU "Better Regulation framework" and the "Agencies handbook on evaluations", includes: i) external (third party) evaluation of EFSA as described in its Founding Regulation; ii) external (third party) evaluations for areas of work which entail significant spending and/or organisational implications, whether individual (e.g. project) or cluster (e.g. EFSA strategy) activities; iii) internal evaluations for EFSA's "development" activities (projects), covered by ex-ante charters and ex-post project closing reports.

As a result of the third external evaluation of EFSA, delivered in 2018, EFSA will continue the implementation of the six Management Board recommendations (see below Figure 5).

MB recommendations	
1	Enhance capacity for fit-for-purpose and responsive scientific advice, improving the planning and responsiveness of the Authority
2	Enhance communication activities to strengthen EFSA's reputation by increasing proactivity of communication and communicating more collaboratively
3	Secure long-term efficiency and sustainability of operations, enhancing efficiency of the advice production system and finding additional ways to utilise expertise
4	Continue the transformation to an open science organisation, making evidence transparent and reusable, making the advice-development process accessible, enhancing dialogue with stakeholders and safeguarding and explaining the organisation's independence
5	Invest in preparedness to cope with complex futures scanning emerging risks, co-developing adequate assessment methodologies, co-developing European capacity for future risk governance and co-influencing EU research funding priorities
6	Collaborate, cooperate and co-design to meet integrated 'one health' protection targets, upgrading collaboration to a strategic level, utilising the opportunities of big data and sharing in an unlimited manner to tackle complexity and resource constraints

Figure 5: EFSA Management Board recommendations.

Following the mapping, held in 2019, of ongoing and planned projects and processes to the Board recommendations to, EFSA will carry out in 2020, and in the context of the new Strategy 2027 definition, an assessment of their level of implementation to ensure additional initiatives are integrated as necessary.

In 2018 and 2019, two additional external evaluations took place, one ex post (STEP 2018 project) and one mid-term (EFSA Strategy 2020 implementation). The follow-up actions identified by the ex post evaluation of the 'STEP 2018' project will continue to ensure that action plans set up by the recommendation's owners are in place. In order to complete the follow up of the 'STEP 2018' ex post evaluation EFSA will fine-tune the monitoring and reporting area in 2020 and will further streamline some key processes, recasting some key roles in the 'department coordination' area to further improve efficiency as of the second half of 2020.

EFSA carried out a mid-term evaluation of the "EFSA Strategy 2020", to be concluded by end-2020, to take stock of progress made in EFSA's current strategy implementation and identify lessons learned for the new strategy. The results and conclusions of the evaluation will feed the preparation of the new strategy in 2020.

The results of the mid-term evaluation, combined with the work in progress at the level of the new strategy preparation, will be an opportunity for the revision of the intervention logic and describing how different inputs, activities and outputs triggered by the agency interact to allow the delivery of objectives.

Annex VIII. Risks

Risk management at EFSA

Risk management is a continuous, proactive and systematic process of identifying, assessing and managing risks that could affect the execution of EFSA's activities and the achievement of its objectives. The intensity of mitigating actions and controls should be proportionate to the significance of the risk. As part of EFSA's planning cycle, risks and mitigating actions are identified at process level and captured in the EPA process templates. The critical and cross-cutting risks that could potentially impact the achievement of EFSA's objectives, and respective mitigating actions and controls that reduce the risks to acceptable levels, are outlined in the table below.

Table 46: Risks and mitigating actions.

Objective(s)	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO1 to SO5 <i>All EPA processes</i>	Transparency Regulation Inadequate preparation to meet the expectation and obligation to deliver within legal deadlines the Transparency Regulation aiming at more transparency and sustainability, more reliability and independence of studies, better governance and more effective risk communication.	3 - Moderate	4 - Severe	The ART programme prepares EFSA for the Transparency Regulation, closing critical gaps and leaning all EFSA core and enabling processes. ART will design and implement measures focusing on: (i) Science, scientific risk assessment processes and procedures that need to change; (ii) Support, the development and optimisation of transactional processes supporting risk assessment; (iii) Communication, the revision of all consultation and engagement activities with stakeholders; (iv) Governance, the establishment of all procedures and providing legal advice; (v) Organisational Design, ensuring an organisation fitting the new processes.	1. Risks related to the external environment

Objective(s)	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO5 <i>E13 Competing Interest Management</i>	Independence Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may - in reality or perception - affect their independence and influences their opinion.	3 - Moderate	3 - Serious	The EFSA Independence Policy provides a clear framework for the way in which the Authority manages the interests of its scientific experts and others with whom it works in the course of its activities. There are processes and guidelines that detail how to declare, assess and publish relevant interests. A committee on conflict of interest advises on issues related to competing interests. A mandatory training on ethics and integrity is in place. Annual compliance and veracity checks are carried out by EFSA on a sample of declarations of interest.	3. Risks related to people and the organisation
SO3 and SO5 <i>E7 Staff and Expert Management</i>	Scientific Expertise Inadequate selection and/or talent management of scientific experts and staff may lead to incorrect scientific outputs due to a lack of required competences and expertise.	3 - Moderate	3 - Serious	Within the Expertise Management programme (EMP), EFSA developed a comprehensive approach to coordinate planning, sourcing, selection and competency management for staff and experts. There are guidelines to govern the process of selection of external experts. There is an external review of the evaluation of experts for panel renewal. EFSA staff policies and guidelines are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding human resources management.	3. Risks related to people and the organisation

Objective(s)	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
S05 <i>E18 Security Management</i>	Information Management Due to insufficient awareness or incorrect classification of sensitive information, there is a risk for leakage of information leading to unauthorised disclosure of information or breach of GDPR.	3 - Moderate	3 - Serious	The Information Management Programme (IMP) coordinates all projects related to EFSA's information at 360 degrees from information collection and (co)creation, to information classification and registration, from data analysis and data reporting to information sharing and re-use. The Information Security Policy details EFSA's approach to information security management. EFSA organises dedicated trainings on Information Security awareness.	2. Risks related to planning, processes and systems
	IT Security Due to gaps in the IT security practices, there is a risk of external cyber attacks leading to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR and consequently reputational damage.	2 - Low	3 - Serious	EFSA's business continuity plan is based on a business impact analysis defining dependencies and recovery times for IT systems. The business continuity project fully implemented the IT disaster recovery solutions documented in the disaster recovery plan.	2. Risks related to planning, processes and systems
S05 <i>E11 Grants, Procurement and Contract Management</i>	Grants & Procurement Inadequate grants and procurement management may lead to non-compliant grants and procurement procedures and/or failure to obtain value for money.	2 - Low	2 - Significant	EFSA grants and procurement policies and guidelines are defined and serve as terms of reference for all actions and decisions regarding grants and procurement management. EFSA organises dedicated trainings on grants and procurement processes. Control activities are in place for grant agreements, procurement procedures and mass payments. Annual financial, legality and regularity audits are performed by the European Court of Auditors.	4. Risks related to legality and regularity aspects

Objective(s)	Risk description	Likelihood [1-5]	Impact [1-5]	Mitigating actions	Risk type
SO1 to SO5 <i>All EPA processes</i>	BREXIT Due to the uncertainties related to Brexit, EFSA may need to adapt its policies, procedures, systems and budget to reflect the UK withdrawal from their decision-making bodies and stakeholders, which may have a negative impact on operations and lead to financial risk.	4 - High	2 - Significant	EFSA prepared for the UK withdrawal and identified the areas of EFSA's operations likely to be affected by Brexit, analysed the related consequences and prepared an action plan to account for the fact that the UK will become a third country. The action plan covers staff, scientific experts, regulated products, data collection, grants and procurement, IT systems and is based on the advice gathered from the European Commission and the Network of Agencies.	1. Risks related to the external environment

Annex IX. Draft work programme for grants and operational procurements for 2021

1. Operational sourcing by strategic objective

Table 47: Operational sourcing by SO.

Strategic objective	Indicative 2021 budget
SO1 — Prioritise public and stakeholder engagement in the process of scientific assessment	EUR 11,109,200
Main areas	
Generating, collecting, collating, synthesising and analysing evidence supporting preparatory work for evidence-based scientific assessment at EFSA, including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides	
Implementation of tasking grant for high-risk plants	
Expert assistance in drafting the main EU summary reports, including analysis of antimicrobial resistance (AMR) data	
Tasking grant on priority pest	
Tasking grant for surveillance	
Call for expression of interest for Residue Activities	
Tasking grant for Residue Activities	
Support for food additives re-evaluations	
Support for safety evaluation of food enzymes	
Implementation of tasking grant for approval of active substances of pesticides	
Activities relating to the assessment of GMO applications (statistical & toxicological support and literature searches)	
Support for preparatory work in the area of novel foods	
Expert support and literature review in assessing feed additive dossiers	

Strategic objective	Indicative 2021 budget
SO2 — Widen EFSA's evidence base and optimise access to its data	EUR 4,160,000
Main areas	
Support in a series of activities linked to improvement of data quality, training of Member States	
Access to an online food label database covering food and drink products from different EU Member States and access to market-shared data	
Support to the Member states with data collection and analysis processes on animal disease outbreaks and surveillance	
Further development and update of EFSA's chemical hazards database	
SO3 — Build the EU's scientific assessment capacity and knowledge community	EUR 8,343,463
Main areas	
Focal point agreements with EU/EEA Member States	
Partnering grants	
Fellowship programme	
Specialised training courses on certain aspects of food safety RA	
Implementation of artificial intelligence approaches	
'Hackathon' prize contest: Software/apps developed by 'the crowd' to be used by EFSA to carry out its mission	
Provision of evaluation and feedback services	
Quantitative and qualitative target-audience research	
Development of integrated communication campaigns and development of multimedia and online communications- related services as stand alone products	
Development of static & interactive information and storytelling products	
<i>EFSA Journal</i>	
Institutional and stakeholders' relations	
SO4 — Prepare for future risk assessment challenges	EUR 6,308,033
Main areas	
Arthropod vectors	
Support wild boar data collection	
RA uncertainty	
Statistical programming: provision of services to EFSA R coding, programming, ad hoc R consultation and provision of a scalable high-performance computing environment	
Implementation of cumulative risk assessment of pesticides	
OECD MetaPath: incorporation of pesticide residue data	
EU efforts towards the development of a holistic approach for the RA on multiple stressors in bees	
Food and feed safety crisis-preparedness training	
EFSA's activities on emerging risks	
Update of the 2012 SC scientific opinion on the TTC	

Strategic objective		Indicative 2021 budget
Risk assessment methodology programme		
S05 — Create an environment and culture that reflects EFSA's values		EUR 8,945,000
Main areas		
Information Management Programme (IMP): digital collaboration, New World of Work (NWOW), automation of regulated product workflows for EFSA food-sector areas, customer relationship management, crowdsourcing		
Expertise management programme (EMP)		
Library management services		
Consultancy costs relating to quality management		

2. Science programme: procurements and grants

Introduction

The relevant EU regulations that govern EFSA's public procurement and grants procedures are, in particular as follows.

- Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012.
- Article 110(1) of the financial regulation states that: 'A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in the case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2) of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71'. Article 110(2) states that: 'The financing decision shall at the same time constitute the annual or multiannual work programme and shall be adopted'. In addition, it states that 'the work programme shall be published on the website of the Union institution concerned immediately after its adoption and prior to its implementation.' Article 110(3) states that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement.

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants.

- Article 36 of EFSA's founding regulation.

- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of EFSA's founding regulation ⁽¹⁴⁹⁾ with regard to the network of organisations operating in the fields within the European Food Safety Authority's mission. In particular, Article 5(2) envisages that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules.

Budget line: 3210

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

Scientific cooperation between EFSA and Member States is a key priority for EFSA as it helps support the development of RA capacity within the Authority's remit by building on scientific expertise in Member States. To ensure the contribution of organisations from Member States and non-EU countries in the carrying out of scientific cooperation projects EFSA has implemented grant and procurement schemes.

The 2021 work programme on science grants and procurements will be directly linked to the [EFSA strategy 2027](#), implementing its strategic objectives.

Main forms of grants to be used by EFSA: Financing not linked to the costs

Art. **125.1.a** of the Financial Regulation 2018/1046 introduced a new form of grant:

- Financing not linked to the costs of the relevant operations based on:
 - (i) Fulfilment of conditions set out in sector-specific rules of Commission decisions; or
 - (ii) Achievement of results measured by reference to previously set milestones or through performance indicators
- According to Art. 180 (3) of the FR, the following principles and requirements are **NOT applicable** to this form of grants: *article 190 (co-financing);*
- *article 191(3) (non-cumulative);*
- Art. 192(3)(d) no-profit principle is NOT applicable
- *article 182 (need of estimated budget);*
- *article 186(2) (grant cannot exceed the eligible costs);*
- *article 186(3) (requirement for the costs to be eligible);*
- *article 186(4) (costs categories eligible for funding);*
- *article 203(4) (certificate on the financial statements of the action for the payments);*

Eligibility and exclusion criteria

For all forms of grants.

⁽¹⁴⁹⁾ European Parliament and Council Regulation (EC) No 178/2002

- Applicants must be on the Article 36 list adopted by the EFSA MB on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in Commission Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Articles 136 to 140 and Article 141 of the financial regulation and as listed in the [EFSA guidance for tenderers](#) available on the EFSA website.

For procurement.

- The rules for participating in EFSA's procurement procedures are detailed in the [EFSA guidance for tenderers](#) available on the EFSA website. Tenderers shall not be in one of the exclusion situations referred to in Articles 136 to 140 and Article 141 of the financial regulation.

Selection and award criteria

The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are two sets of selection criteria to be assessed:

- economic and financial capacity (e.g. annual turnover);
- technical and professional capacity.

The proposals/tenders that meet the selection criteria and are compliant with the call specifications will be evaluated against the award criteria indicated in each call. In general, in each call there is an assessment of quality and price (budget in case of grants). Below are examples of the most frequently used award criteria:

1. the methodology proposed for implementation (convincing justification and step-by-step explanation of the methodology);
2. the proposed project organisation and management by the applicant/tenderer (clarity of organisation of project into work packages, clear and detailed information on distribution of the tasks among the project team);
3. the proposed risk management approach (risk identifications and proposed mitigating actions);
4. measures proposed to meet deadlines;
5. measures proposed to guarantee quality of deliverables (special additional measures for quality assurance proposed for this particular project);
6. the cost effectiveness of the estimated budget (in case of grants that are **not** concluded according Art. 125.1.a – financing not linked to costs) or the price (in case of procurement).

Importantly, each call will specify in detail all the award criteria.

Monitoring the added value of science programme implementation

KPIs for measuring the impact of the science programme in 2021 are expected to be defined within the new performance monitoring framework of the Strategy 2027.

Indicative amounts available for calls for proposals/tenders for 2021 and indicative list of scientific activities to be outsourced

The indicative budget of EUR 20.1 million for scientific projects in 2021 is higher than the 2020 budget of EUR 11.5 million and the 2019 budget of EUR 7.6 million for scientific activities. The scientific activities to be outsourced in 2021 will ensure the continuation of the projects initiated in 2020 and will comprise new initiatives directly linked to the implementation of EFSA's Strategy 2027 and to EFSA's preparation to entry into force of the Transparency Regulation in 2021. During 2020 the indicative list of scientific activities to be outsourced in 2021 will be defined.

3. Communication programme

For the basic act and legislation, eligibility, exclusion, selection and award criteria see Section 2 of this annex, 'Science programme — procurements and grants'.

Budget lines: 3410, 3420, 3520

Indicative amounts available for calls for tenders for 2021 and indicative list of operational activities to be outsourced

The indicative budget of EUR 7.1 million for the communication programme in 2021 in support of EFSA's Strategy 2021 will, as an indication, cover processes and projects such as communications content development, content dissemination, *EFSA Journal*, social media, media relations, institutional and stakeholder relations, organisation of communication events relating to specific scientific topics and the EU Agencies Network. During 2020 the indicative list of activities to be outsourced in 2021 will be defined.

4. Operational support

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see Section 2 of this annex 'Science programme — procurements and grants'.

Budget lines: 3500, 3501, 3512, 3514, 3530, 3540

Indicative amounts available for calls for tenders for 2020 and indicative list of operational activities to be outsourced

The indicative budget of EUR 11.7 million for operational support in 2020 in support of EFSA's SOs 1-4, as an indication, will cover logistical support for meetings, operational IT system running costs, various business transformation projects, consultancy costs relating to quality management, the information management programme, organisational development, the expertise management programme, strategy support and library management services. During 2020 the indicative list of activities to be outsourced in 2021 will be defined.

General provisions

Synergies with interagency and interinstitutional procurements

EFSA is systematically exploring possibilities to join interinstitutional contracts and to share resources by launching or joining interagency calls.

Indicative schedule of calls for proposals and of calls for tenders for 2021

It is expected that the majority of the calls will be launched during the first half of 2021 ⁽¹⁵⁰⁾. Potential applicants/tenderers are invited to visit the EFSA website to see the list with the forthcoming calls for tenders ([procurement](#)) and calls for proposals ([grants](#)).

⁽¹⁵⁰⁾ If a call for proposals/tenders is launched before the official approval of the budget, a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2019 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

Annex X. Organisational chart for 2020

1. Organisation and organisational chart (01 September 2019)

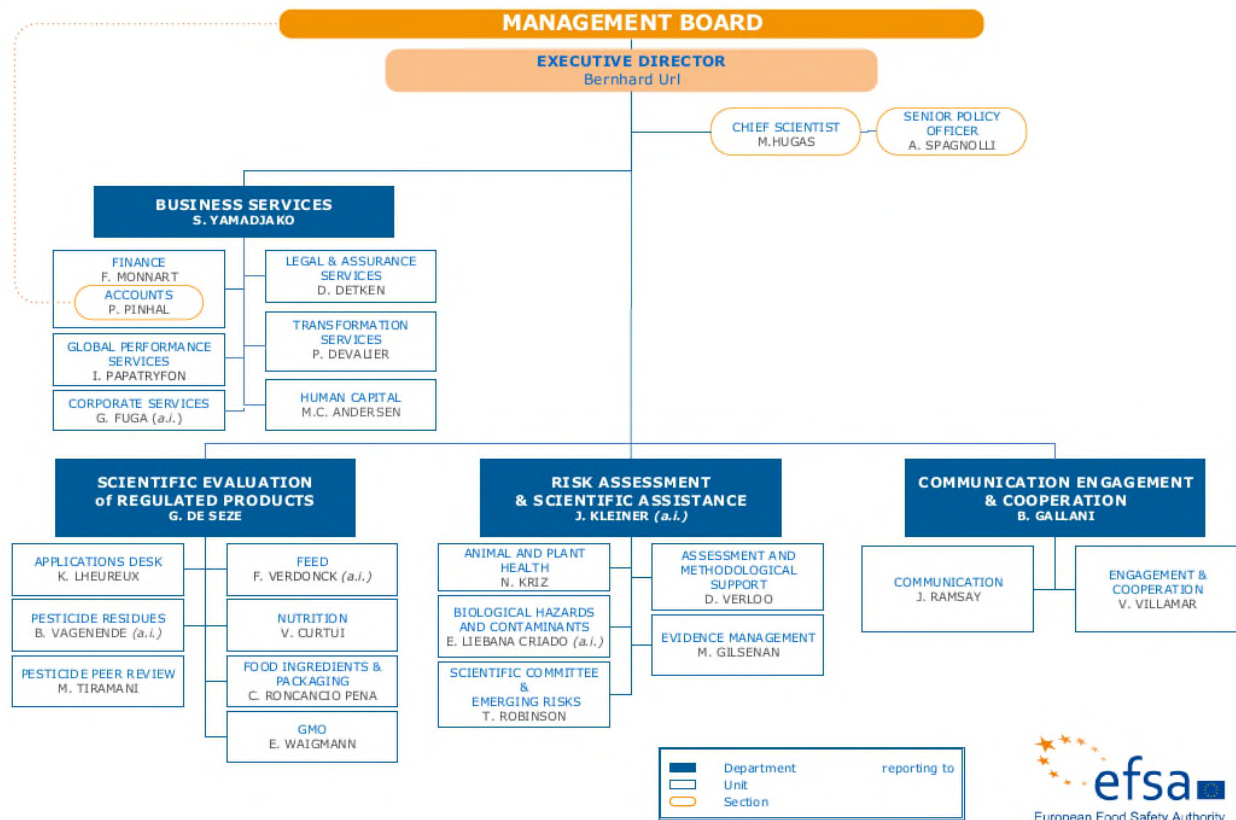


Figure 6. EFSA Organisational chart 2019

2. Post distribution

Org. Structure 31/12/2019	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	Service Providers
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
ED Total	0	0	8	1	1	0	9	1	1	0
ED (incl. "ED Pot")	0	0	8	1	1	0	9	1	1	0
REPRO Total	1	0	101	1	48	1	150	2	4	0
REPRO HoD Office	0	0	3	0	1	0	4	0	0	0
APDESK	0	0	5	0	6	0	11	0	0	0
PRES	0	0	15	0	9	0	24	0	1	0
PREV	0	0	20	0	9	0	29	0	1	0
GMO	0	0	14	1	5	1	19	2	0	0
FEED	0	0	12	0	3	0	15	0	0	0
NUTRI	0	0	13	0	9	0	22	0	1	0
FIP	1	0	19	0	6	0	26	0	1	0
RASA Total	3	0	79	1	27	0	109	1	6	0
RASA HoD Office	0	0	3	0	0	0	3	0	0	0
ALPHA	0	0	17	0	7	0	24	0	4	0
BIOCONTAM	0	0	20	0	3	0	23	0	0	0
AMU	1	0	13	0	3	0	17	0	0	0
DATA	0	0	14	1	10	0	24	1	1	0
SCER	2	0	12	0	4	0	18	0	1	0
COMCO Total	0	0	32	0	17	0	49	0	4	0
COMCO HoD Office	0	0	3	0	0	0	3	0	0	0
ENCO	0	0	11	0	7	0	18	0	4	0
COM	0	0	18	0	10	0	28	0	0	0
BuS Total	1	0	95	5	38	1	134	6	1	59.55
BuS HoD Office	0	0	4	0	0	0	4	0	0	0
FIN	1	0	19	0	7	1	27	1	0	0
FIN-ACCOUNT	0	0	2	0	0	0	2	0	0	0
HUCAP	0	0	19	2	7	0	26	2	1	0.75
LA	0	0	11	0	2	0	13	0	0	0
TS	0	0	16	2	7	0	23	2	0	26.3
GPS	0	0	6	0	5	0	11	0	0	0
CORSER	0	0	18	1	10	0	28	1	0	32.5
	5	0	315	8	131	2	451	10	16	59.55

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Getting in touch with the EU

In person

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