



CONSOLIDATED ANNUAL ACTIVITY REPORT **2017**

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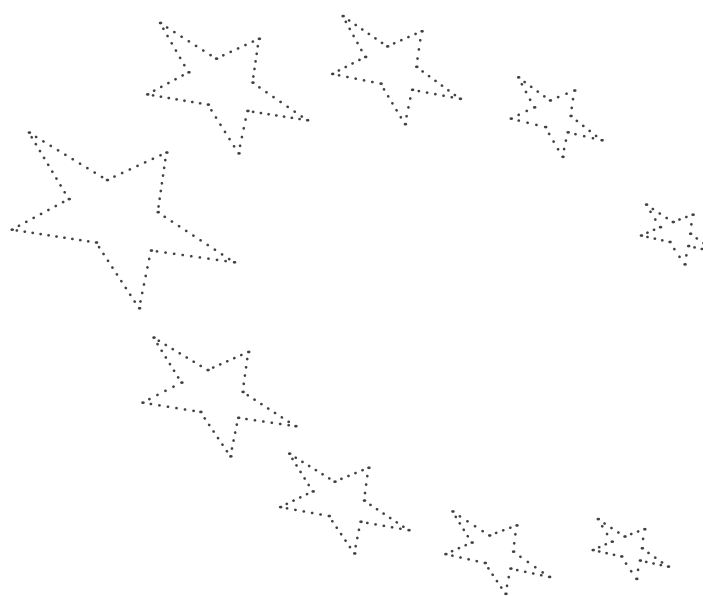


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Foreword

EFSA's annual report for 2017 documents a year of impressive work and achievement. Behind the facts and figures stand countless people and organisations across the length and breadth of Europe whose dedication and effort contributed to another year to be proud of. So I would like to thank all those who helped to support and advance EFSA's mission to protect public health in Europe: external experts, institutional partners, Member States, stakeholders and staff.

Collaboration is at the heart of everything EFSA does, and in 2017 we renewed our commitment to stakeholder partnerships with the roll-out of the new approach to stakeholder engagement. I was delighted to attend the first meeting of the Stakeholder Forum, in the company of more than 50 registered stakeholders. I am sure that this and the other dedicated stakeholder groups will flourish in the years to come.

Last summer the Management Board adopted a new Independence Policy, establishing a clear framework for the way in which EFSA manages the interests of its scientific experts and others with whom it works. The new policy builds on EFSA's experience of managing interests over the last 15 years as well as on input received from stakeholders, the European Parliament and the general public. We are confident that it strikes the appropriate balance between attracting the best experts while protecting EFSA against undue influence.

EFSA's efforts to increase transparency continued in 2017 with 11 open plenary meetings of its scientific panels – open for the first time to “virtual” observers via a new webcasting service. This innovation means we can reach out to more people while at the same time reducing the carbon footprint and costs of our panel meetings.

We also shared more scientific data than ever before through our Data Warehouse. Users of the EFSA website explored visualisations of data in areas such as food consumption, zoonoses, antimicrobial resistance, and pesticide residues.

EFSA continued to reach out internationally, sending delegations to a number of countries in Europe and beyond. These interactions led to a doubling of the number of guest scientists coming to EFSA and 36 joint projects addressing common priorities and emerging risks such as African swine fever.

In conclusion, 2017 was a year of scientific excellence, collaboration and openness. The Management Board will continue to support EFSA as it applies its core values to address the complex issues of food safety in the 21st century.

*Jaana Husu-Kallio,
Chair of the EFSA Management Board*



Introduction

This report is the result of the first year of implementation of the EFSA Strategy 2020, which translates the key priorities into 5 strategic objectives that are guiding EFSA to face new challenges and opportunities and drives our day-to-day work programme.

What you will find in the next pages is not only an annual account of deliverables and outputs, but a reporting of the progress made towards the achievement of key objectives in a *result-oriented-approach*, i.e. via annual and multi-annual key performance indicators, as presented in our Programming Document 2017-2019. In doing this, we analysed: (i) the intermediate impact indicators, that measure the achievement of the strategic objectives in the long term across all activities; (ii) the outcome indicators, measuring the contribution of several activities towards achieving partially a strategic objective in the mid-term; (iii) the output indicators that are the annual work programme indicators directly linked to the outputs of specific activities in a strategic area.

Our scientists addressed an impressive quantity of work – more than 750 questions were delivered over the year. It is thanks to their commitment and energy that EFSA is able to record in these pages another year of relevant achievements.

It is not possible to do justice to the whole breadth of the work carried out in 2017, but I would like to mention some representative stand-out moments showcasing our daily commitment to achieve our goals.

EFSA organised a symposium on bees that brought together a number of key stakeholders resulting in the setup of a discussion group under the auspices of our Stakeholder Engagement Approach to lay the foundations for an inclusive EU Bee Partnership. Equally successful was the first European research conference on *Xylella fastidiosa* attended by 300 participants from all over the world and followed by another 1,200 via live web streaming. A special video shot in Puglia, southern Italy, by our multimedia team also helped to raise awareness of this vital plant health issue. The fight against antimicrobial resistance (AMR) stayed centre stage with the production of the report on the antimicrobial resistance,

the second joint interagency antimicrobial consumption and resistance analysis report and a set of indicators to help Member States to assess their progress in reducing the use of antimicrobials. The efforts of our experts and the collaboration with EMA and ECDC were crucial to the developments in this field.

We also made major advances in the development of methodologies that will improve the quality and robustness of EFSA's risk assessments. Chief among these were the Scientific Committee's key guidance documents on weight of evidence, biological relevance, and uncertainty.

In 2017 electronic submission and administrative workflows were piloted for some applications and for the management of digital dossiers. EFSA started piloting a pre-submission administrative check for small and medium-size enterprises (SMEs) in the areas of feed additives and novel foods.

At the beginning of July the EU Network of Agencies (EUAN) came together at EFSA's headquarters to discuss common strategic initiatives. In particular, they looked into more efficient ways of working together to provide greater value for European citizens. The meeting, also attended by representatives from the European Commission and Parliament, was hosted by EFSA as Chair of the EUAN from March 2017 until March 2018 comprising 45 Agencies and Joint Undertakings.

On top of these and many other activities, interactions continued with the Member States, DG SANTE and the European Parliament. The annual exchange of views with the ENVI Committee saw the participation of EFSA senior management and scientific staff at various meetings on AMR, novel foods, processed oils, bee health, acrylamide, glyphosate, independence policy, GMOs and environmental risk assessment, EU Agencies value, data standardisation.

I am pleased to share this report with you so that you can discover for yourself how in 2017 EFSA executed its mission to protect European consumers.

Bernhard Url,
Executive Director

List of acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
AHAW Panel	EFSA Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
AMR	Antimicrobial resistance
ANS Panel	EFSA Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BAU	Business as usual
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
BPA	Bisphenol A
BUS	Business Services Department
CBC	EFSA Corporate Business Control Team
CEF Panel	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
CEN	Communications Experts Network
COMMS	EFSA Communications and External Relations Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
CRM	Customer Relation Management Project
DATA	EFSA Evidence Management Unit
DEV	Development projects
DG SANTE	Directorate General for Health and Food Safety
DOI	Declaration of Interest
doi	digital object identifier
DTS	Digital Transformation Services
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
EKE	Expert Knowledge Elicitation
EMA	European Medicines Agency
EMAS	Eco-Management Audit Scheme certification
ENP	European Neighbourhood Policy
EU	European Union
EUAN	EU Agencies Network
FEED	EFSA Feed Unit
FEEDAP Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed

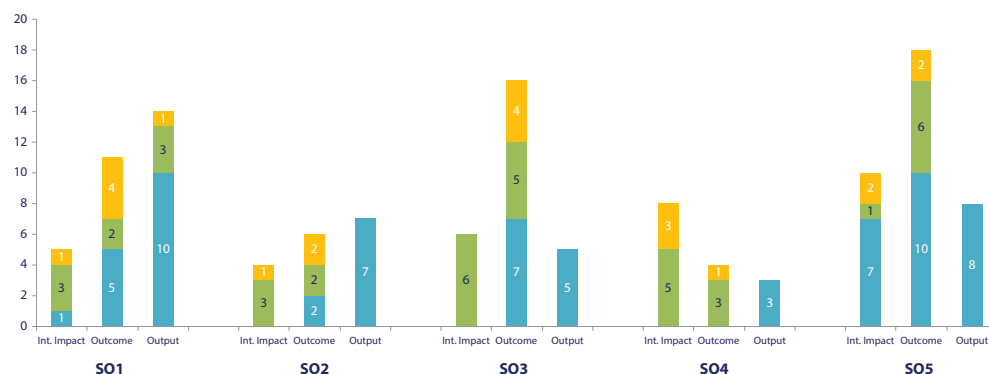
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients and Packaging Unit
FTE	Full-Time staff Equivalent
GMO	Genetically Modified Organism / EFSA GMO Unit
GMO Panel	EFSA Panel on Genetically Modified Organisms
GPS	Global Performance Services Unit
HUCAP	EFSA Human Capital Unit
IAS	Internal Audit Service of the European Commission
IPChEM	Information Platform for Chemical Monitoring
IPPC	International Plant Protection Convention
JRC	Joint Research Centre
JRC-IPSC	JRC Institute for the Protection and Security of the Citizen
LA	EFSA Legal and Regulatory Affairs Unit
MB	EFSA Management Board
MD programme	Managers' development programme
MP	Methodologies Programme
MRL	Maximum Residue Level
MS	Member States
NDA Panel	EFSA Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
OECD	Organisation for Economic Co-operation and Development
OHSAS	Occupational Health and Safety Assessment Series
Open ScAIE	Open Scientific Advanced Information and Evidence Hub
PII	Process improvement initiatives
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and Their Residues
PRAS	Pesticides
PROMETHEUS	Promoting Methods for Evidence Use in Scientific Assessments project
RA	risk assessment
RASA	EFSA Risk Assessment and Scientific Assistance Department
RAW	Risk Assessment Workflow
REGPRO	Regulated products area
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RISCOM	EFSA Risk Communication Unit
ROA	Rapid Outbreak Assessment
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	Scientific Data Warehouse project
SEA	Stakeholder Engagement Approach
SSD2	Standard Sample Description project
TDI	Tolerable Daily Intake
TERA	Transparency and Engagement in Risk Assessment project

Performance at a glance

The report is structured in three sections: (i) Work programme achievements; (ii) Management of resources; and (iii) Assurance.

It provides information on those indicators already defined in 2016 together with a number of new indicators that were pending and whose definition was foreseen in 2017. Figure 1 shows that, out of a total of 125 indicators, 60 were under definition in 2017. During the year, 39 indicators were defined (of which 7 were modified and 4 deleted). For the remaining indicators, representing 17% of the total number of indicators, it was not possible to establish a baseline in 2017 due to technical reasons; they will be defined in 2018. The holistic view of the organisation's performance will be completed next year.

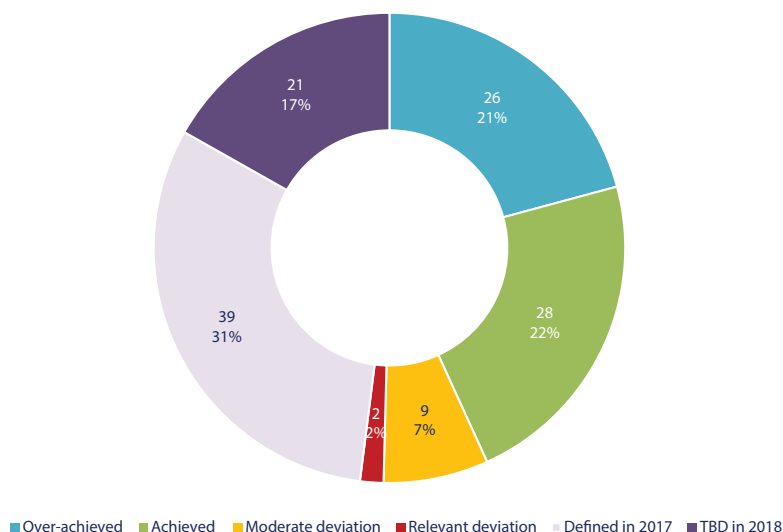
Figure 1. Progress of the definition of EFSA performance indicators in 2017



Overall, EFSA's performance in 2017 was satisfactory, as only 9 indicators presented moderate deviation and 2 indicators relevant deviation, out of a total of 65 measured in 2017. These moderate and relevant deviations, such as the moderate deviation in addressing the MRL backlog, and some relevant delays in projects aiming at enhancing EFSA's ability to anticipate and respond to risks, are indicative of a growing mismatch between increasing demands and shrinking resources. This needs to be taken into consideration together with the increased demand foreseen in the coming years in novel food assessments, pesticides, rapid outbreak assessments and plant pest categorisations. Further pressure will thus be exerted on EFSA's resources, as outlined in the EFSA Programming Document 2018-2020.

Scientific production exceeded the plan set at the beginning of the year. EFSA closed 779 questions through scientific opinions, technical reports and supporting publications, of which 575 questions were closed with scientific opinions. Figures 3-4 give an overview of EFSA's performance in 2017 per strategic objective at the level of output, outcome and intermediary impact indicators.

Figure 2. Overall EFSA performance in 2017



Under strategic objective 1, towards increasing engagement and satisfaction in EFSA's risk assessment activities, the production of scientific outputs exceeded expectations, for both general risk assessment and regulated products.

In the area of general risk assessment, timeliness was on target and EFSA exceeded the 2017 target of 114 closed questions by about 50%, with a total of 174 questions addressed through scientific outputs and technical reports. This is mainly due to the completion of activities related to animal health categorisation and the early completion of priority 1 plant pest opinions. For regulated products, the production of scientific outputs and technical reports exceeded the target by 13%; 458 questions were closed against an annual target of 408 for this type of output. The most significant over-execution was in the areas of food flavourings and food additives re-evaluation. This is mainly because of questions being grouped under a single output. In pesticides, the specific target was not achieved, more specifically in the MRL Article 10 work (51 questions closed against 84 planned). The indicator monitoring reduction of the Article 12 backlog reached 84% of the yearly target, but, as agreed with DG SANTE, it will be absorbed at the beginning of 2018. The overall backlog reduction plan is not affected.

Overall, the timeliness for regulated products stands at 87%, excluding backlog. This is below the 90% target, yet higher than the results achieved in previous years. Timeliness in 2017 was below target in the areas of feed additives (74%) and pesticides (82%), mainly as a result of limited resource availability; the other areas in regulated products delivered on time.

In the area of communication timeliness, a moderate deviation from the target is observed for the indicator 'Proportion of scientific outputs delivered within 28 working days of adoption (%)'. An efficiency initiative is ongoing and expected to improve the performance in early 2018.

EFSA exceeded targets for its outcome KPIs in the area of enhancing outreach and communication, with the number of social media followers and traffic on the EFSA web content exceeding targets set for the year. However, the indicator on 'Impact of media coverage' closed the year below target, with negative coverage related to glyphosate from the second quarter onwards. It is worth mentioning that, in the first quarter of 2017, this indicator had registered a better-than-expected result.

In terms of development activities, the majority of projects aiming at increasing engagement of stakeholders in scientific activities and enhancing the outreach of communication on EFSA's scientific work are on track. Work done through the MATRIX project, aiming at improving efficiency and making the documentation relevant to EFSA scientific outputs fully available to its stakeholders, concluded with some delays and major lessons learned in the areas of dossier versioning, case management, workflow improvements, and software integration.

Under strategic objective 2, towards widening and opening EFSA's evidence base, all targets were met for the production of scientific outputs and data collection indicators regarding design, implementation or enhancement to operational data. Wider and open data coverage was ensured with the finalisation of the EFSA scientific data warehouse, which provides public access at different levels of aggregation to EFSA's chemical and biological monitoring data, food consumption data as well as its chemical hazards (OpenFoodTox) and botanicals databases. The 'data Dol' project, aiming at ensuring that datasets used in EFSA risk assessments are citable by assigning digital object identifiers (Dols) and meta data, is on track. In the context of increased standardisation and interoperability of data, the EU Menu project on food consumption data and the FOODEX2 project on food classification and description system are on track.

In strategic objective 3, building the EU's scientific assessment capacity and fostering the EU risk assessment community, the target of the output indicator on Member State cooperation activities through networks, workshops and events was met. Moreover, the target was exceeded for the number of international cooperation activities, as well as for activities on building the risk assessment agenda in the EU and fostering cooperation with international partners, with the launch of two international liaison groups in the areas of chemical risk assessment and risk communication. The expertise management programme (EMP) is on track with the finalisation of a comprehensive catalogue encompassing all technical competencies (scientific and non-scientific) and fully compliant with the European Commission methodology. With an average of 77 job profiles, this competency library will enable a state of the art workforce planning process, supporting an optimal allocation and development of competencies. In the context of the 'Increased common expertise pool coverage and availability' index, which was partially measured this year, the target of "total number of applicants for panel renewal" was not reached, although considerable efforts were made. In the same context, the first European food safety risk assessment fellowship programme (EU-FORA) was successfully launched in September, with 15 fellows selected from 11 Member States.

Under strategic objective 4, towards strengthening preparedness for future risk assessment challenges, the target for production of scientific outputs was exceeded. The relevant ongoing projects aiming at fostering the use of new approaches and enhancing the ability to anticipate and respond to risks are on track, with the exception of the project on the cumulative risk assessment of pesticides, which experienced some delay. Activities on methodology development are also on track, together with activities supporting the implementation of guidance already provided by EFSA, e.g. uncertainty assessment. However, a number of strategic initiatives linked to the development of additional capabilities, in both preparedness and methodology development, such as environmental risk assessment, have been postponed in view of the anticipated pressure on EFSA's resources.

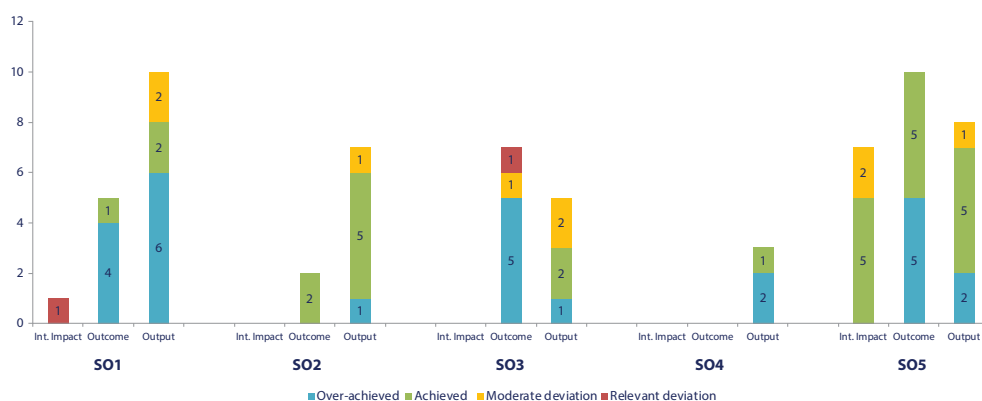
Activities related to strategic objective 5 are focused on the creation of an environment and culture that reflects EFSA's values. In that context, an Accountability Framework with four pillars ensuring sound operational performance and overall compliance was set up in 2017. The first pillar, the Decision-Making Framework (DMF), was finalised clarifying roles, responsibilities and governance structures. The second pillar, EFSA's results-based management approach, was enhanced with the full alignment of planning and reporting activities and tools to the EFSA Strategy 2020 and the definition of supporting key performance indicators (KPIs) allowing for easier monitoring of performance at all levels. The third pillar of quality and continuous improvement was strengthened with the further development of EFSA's process management capability, which included significant progress on process standardisation and change management – showcased with the confirmation of EFSA's ISO 9001:2015 Quality certification following the first surveillance audit, with no recorded non-conformities. In the same context, EFSA obtained OHSAS 18001:2007 certification, stressing compliance with Occupational Health and Safety Assessment Series programmes (OSHAS), and was included in the European Eco-Management Audit Scheme register (EMAS). Compliance, transparency and effective management through provision of integrated assurance mechanisms, the fourth pillar of the Accountability Framework, is ensured with the definition of 10 assurance pillars, which is specifically reported in the Assurance section of this Annual Activity Report and in the performance reports submitted to EFSA's Management Board during the year. In this context, the compliance index is overall within the annual target while the financial impact of non-compliance is far below the limit.

EFSA's efforts to improve performance are complemented by the benefits expected from projects aiming at efficient talent management under the expertise management programme (EMP), which shows a moderate deviation in time. In the same direction, projects under the information management programme (IMP), particularly the digital collaboration project –which aims to improve knowledge and expertise sharing among EFSA's networks of staff, institutional partners, experts and stakeholders – and the new world of work project – the aim of which is to equip EFSA with state of the art digital and physical collaboration infrastructure – started in 2017 with some moderate deviations due to risk of delays.

Excellent financial performance was observed at year-end, with best ever indicators in terms of commitment and payment rates. Compliance with EFSA's independence rules is on track (processing of annual and specific declarations of interest), while EFSA's revised independence policy was adopted by the Management Board. The achievement of EFSA's strategic objectives is supported by a world-class IT service – metrics on service delivery and end-user satisfaction exceeded targets (respectively at 89% and 94%), while the proportion of meetings carried out by teleconferencing exceeded the annual target of 20%. Further improvements linked to enhancement of project ownership and change management are expected in 2018. Staff engagement improved, with a 78% engagement index (vs. 76% in 2015), an overall favourable rate of 66% (vs. 63% in 2015) and a response rate of 80% (vs. 64% in 2015), providing reassuring measurement of EFSA's people engagement.

The overarching indicators on the achievement of targets against all KPIs showed relevant deviations for the output and intermediate impact indicators (82% vs 100% and 71% vs 80% respectively) and a slight exceedance of the target (92% vs 90%) for the outcome indicators. The result confirms EFSA's satisfactory performance but also the ambitious targets set for the output indicator, demonstrating EFSA's capacity to focus on achieving key results even when challenged by resource bottlenecks to deliver on planned annual outputs.

Figure 3. Summary of 2017 performance by SO and type of indicator



Legend

Status	Symbol	Thresholds
Over-Achieved	❄️	Actual/Target more than 105%
Achieved	❇️	Actual/Target between 95% and 105%
Moderate deviation	❇️	Actual/Target between 75% and 95%
Relevant deviation	❇️	Actual/Target less than 75%
N/A	❇️	Data not available for this period



Section I — Work programme achievements

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

In the area of provision and communication of scientific advice for general risk assessment priorities and regulated products, the year 2017 was rich with achievements, the details of which are outlined in Annex IV. The Authority's scientific advice supports the decision-making process of the risk managers at the European Commission and in the Member States in the areas of general risk assessment for food and feed, plant health, animal health and welfare. EFSA's mandate covers the risk assessment for regulated products and refers to the scientific safety assessment of such products before their authorisation in the EU market. These are substances in food and feed, food contact materials, pesticides, genetically modified organisms, food-related processes and processing aids and the evaluation of the scientific substantiation of nutrition and health claims made for these products and processes.

The opinions and reports reflect the efforts to improve risk managers satisfaction and prioritise stakeholders' engagement in the scientific assessment processes. EFSA's activities aim at improving the involvement from stakeholders to ensure a common understanding of the risk assessment process, to guarantee access for EFSA and stakeholders to all available data and information, to promote transparency and ultimately assist the risk managers with fit-for-purpose, timely and independent scientific advice. In 2017 EFSA closed a total of 174 questions in the area of general risk assessment, and 458 questions in the area of regulated products, through scientific outputs and technical reports.

1.1. General risk assessment

Animal health and welfare

■ Vector-borne diseases — story maps

In 2017 EFSA launched 36 interactive story maps providing innovative, user-friendly and visually stimulating information on vector-borne diseases from their geographical spread, to the risk of introduction in the EU, to prevention and control measures. The story maps are part of a scientific opinion that supports risk managers to prioritise control measures. The interactive web pages encourage public and stakeholder engagement by providing a graphic and illustrative means of reviewing information about various animal diseases.

They represent an additional effort to optimise access to data and provide a baseline for a future assessment of an animal disease threat.

■ Animal health law

EFSA produced 30 scientific opinions related to transmissible diseases in terrestrial and aquatic animals, including assessment and categorisation of these diseases according to the rules set out by the Animal Health Law (AHL) of Regulation (EU) 2016/429. The criteria in the regulation constitute benchmarks for listing, categorising and determining disease prevention and control rules applicable to the various listed diseases. These opinions provide added value in the preparation of future policies on animal disease.

■ Animal welfare

An example of EFSA's efforts to engage with its stakeholders and to widen its evidence base is represented by the work related to a request submitted by Denmark, Germany, the Netherlands and Sweden to assess issues surrounding the slaughter of pregnant farmed animals in Europe. It was concluded that livestock fetuses could experience negative effects with 90-100 % likelihood. Regarding methods to stun and kill livestock fetuses at slaughter, several scenarios and respective actions explain probable and less probable situations regarding foetal ability for conscious perception. There is limited information on this topic and EFSA's scientific opinion, which is based on the experts' judgement, offers insights that can be used by risk managers across the EU.

■ Animal disease outbreaks

During the course of the year EFSA provided assistance to the European Commission and Member States in dealing with outbreaks of several animal diseases, in particular African swine fever (ASF), lumpy skin disease (LSD) and avian influenza.

African swine fever, a devastating virus infection affecting domestic and wild pigs is present in the EU. The infection was detected in Estonia, Latvia, Lithuania, Poland and Romania, with the latest outbreak in the Czech Republic. EFSA prepared technical reports analysing the epidemiological data and possible measures to control the outbreaks and describing the evolving situation in the region. A workshop with stakeholders was organised to discuss possible scientific actions to improve the prevention and control of ASF in the EU.

Lumpy skin disease is a viral infection affecting cattle which is transmitted primarily by insects. EFSA technical reports released in this field included studies of temporal and spatial patterns of this disease, as well as examination of risk factors related to occurrence, spread and persistence of the virus among the cattle population. Information about vaccination effectiveness in various Member States and neighbouring countries was provided, together with proposals for harmonisation of data collection.

Europe experienced its largest avian influenza epidemic ever in terms of poultry holdings, and wild birds reported positive and geographical spread. EFSA experts assessed the risk of avian influenza entering the EU and reviewed surveillance approaches, which comprise monitoring by Member States and the actions they take to minimise its spread. The scientific advice is based on a thorough review of all the information on the avian influenza outbreaks that have occurred in recent years. This was done in close cooperation with Member States affected by this epidemic. In parallel, EFSA, ECDC, the EU Reference Laboratory on avian influenza and authorities in the affected Member States published a report on avian influenza.

Plant health and plant diseases

■ Quantitative pest risk assessment

To support the new EU plant health regime, several pest risk assessments were adopted applying a quantitative pest risk assessment methodology. These opinions are considered to be pilots for testing the new EFSA PLH Panel quantitative methodology, based on assessing changes in pest population abundance as the major driver of the impact on cultivated plants and on the environment. Crucially, the approach is quantitative, and it captures uncertainty through the provision, by risk assessors, of quantile estimates of the probability distributions for the assessed variables and parameters. A strategy has been developed to communicate the results of the risk assessment in a clear, comparable and transparent way, with the aim of providing the requestor of the risk assessment with a useful answer to the question(s) posed to the EFSA plant health panel including uncertainty and evaluation of risk reduction options.

■ Plant pest categorisation

Within the framework of supporting the new EU plant health law and its secondary legislation for the listing of EU regulated pests, EFSA has delivered 42 out of 133 step 1 plant pest categorisation reports that are planned to be delivered in three batches throughout 2017-2020. This work is the first step of pest risks assessments and improves the preparatory phase for future risk assessments.

■ The risk of *Citrus junos* fruits for the introduction of citrus canker

In the area of plant diseases EFSA analysed two scientific papers provided by Japanese authorities, as well as 16 additional papers identified through a systematic literature review as it was asked to indicate whether *C. junos* fruit could represent a pathway for the introduction of citrus bacterial canker into the European Union. EFSA concluded that there is sufficient demonstration that *C. junos* is a host of *X. citri* pv. *citri* and *X. citri* pv. *aurantifolii* and that therefore there is no reason to consider the *C. junos* fruit differently from other citrus species.

■ Evaluation of a paper by Guarnaccia et al. (2017) on the first report of *Phyllosticta citricarpa* in Europe

EFSA performed the evaluation of a paper by Guarnaccia et al. (2017) on the first report of *Phyllosticta citricarpa* in Europe. The Authority reviewed the paper published in summer 2017 and compared the findings with previous predictions on the establishment of the Citrus black spot (CBS) fungus *P. citricarpa*. Preliminary surveys by national plant protection organisations (NPPOs) have not confirmed so far the findings by Guarnaccia et al. (2017) but monitoring is still ongoing.

■ *Xylella fastidiosa*

EFSA has continued the work on the global host plants database and issued a report on the susceptibility of olive varieties to the Apulian strain of *Xylella fastidiosa*. The first European research conference on *Xylella fastidiosa* was organised by EFSA in November 2017 in cooperation with the two H2020 projects, the ERANET Euphresco network and the University of the Balearic Islands. The conference was attended by 300 participants on-site and more than 1,200 by web streaming.

Antimicrobial resistance

■ Report on antimicrobial resistance by EFSA and ECDC

Infections caused by bacteria resistant to antimicrobials lead to about 25 000 yearly deaths in the EU. Bacteria found in humans, animals and food continue to show resistance to widely used antimicrobials, says the latest report on antimicrobial resistance (AMR) produced by EFSA and ECDC. The report also highlights that antimicrobial resistance levels in Europe continue to vary by geographical region, with countries in northern and western Europe generally having lower resistance levels than those in southern and eastern Europe. Experts recommend further research to better understand interdependencies between antibiotics use and resistance.

■ Link between antibiotic use and antibiotic resistance

EFSA, EMA and ECDC released the second Joint Interagency Antimicrobial Consumption and Resistance Analysis (JIACRA) report. It presents new data on antibiotic consumption and antibiotic resistance, and reflects on improved surveillance in the EU. There are still important differences across the EU in the use of antibiotics in animals and humans. In both humans and animals, positive associations between consumption of antimicrobials and the corresponding resistance in bacteria were observed for most of the combinations investigated. Responsible use of antimicrobials in both humans and animals should be promoted, and reducing unnecessary use will impact the occurrence of resistance.

■ Reduction of antimicrobial resistance and antimicrobial consumption

ECDC, EFSA and EMA jointly provided indicators to assist the Member States to assess their progress in reducing the use of antimicrobials and antimicrobial resistance. These indicators address the human and animal sectors and reflect antimicrobial consumption and antimicrobial resistance in the community, hospitals and food-producing animals. They are based on data gathered through existing monitoring networks and they follow up objectives of the recent 'EU One Health Action Plan against antimicrobial resistance' ⁽¹⁾.

Biological hazards

■ Simpler rules proposed for small retailers

EFSA has proposed a simplified approach to food safety management in small retail businesses such as grocery shops, butchers, and bakeries. The approach includes guidelines on how to identify the most relevant biological, chemical and physical hazards at each stage of the food production process, the activities or practices that make hazards more likely to occur and appropriate control measures.

■ Origin of isolated BSE cases

The European Commission asked EFSA to investigate the origin of isolated cases of bovine spongiform encephalopathy (BSE) reported in the EU — although none of the 60 cases reported since 2001 entered the food chain — and to determine their cause. EFSA experts concluded that contaminated feed is the most likely source of infection and recommended maintaining and strengthening the EU monitoring and reporting system, and evaluating new scientific data that become available.

⁽¹⁾ https://ec.europa.eu/health/amr/sites/amr/files/amr_action_plan_2017_en.pdf

■ EU summary report on the monitoring of transmissible spongiform encephalopathies (TSEs)

Transmissible spongiform encephalopathies (TSEs) are a group of diseases that affect the brain and nervous system of humans and animals, and include bovine spongiform encephalopathy (BSE), scrapie and chronic wasting disease (CWD). The report provides results on data collected in 2016 by all EU Member States, Iceland, Norway and Switzerland. For the first time since the BSE epidemic started and BSE cases have been reported, the UK did not report any BSE cases.

■ EU summary report on trends and sources of zoonoses, zoonotic agents

According to the annual report on zoonotic diseases, the decreasing trend of salmonellosis cases in the EU has levelled off. Cases of *Salmonella Enteritidis* acquired in the EU have increased in humans by 3 % since 2014 says the report, which is compiled jointly with the European Centre for Disease Prevention and Control. In laying hens, the prevalence increased from 0.7 % to 1.21 % over the same period.

Contaminants in food

■ Marine biotoxins

The CONTAM Panel assessed the risks for public health related to the presence of tetrodotoxins (TTX) and TTX-analogues in marine bivalves and gastropods. These substances are produced by marine bacteria and have been detected in marine bivalves and gastropods from European waters. EFSA indicated that there is no general concern for human health due to the consumption of marine bivalves.

■ Pyrrolizidine alkaloids in tea, herbal infusions and food supplements

The CONTAM Panel also reviewed the risk assessment on pyrrolizidine alkaloids (PA). Exposure to these plant toxins in food, in particular for frequent and high consumers of tea and herbal infusions, is a possible long-term concern due to their potential carcinogenicity. The experts identified 17 PA in food and feed that should continue to be monitored and recommended further toxicity studies on those most commonly found in food.

Furthermore, the Panel on Contaminants in the food chain adopted a scientific opinion on the risks for animal and public health related to the presence of deoxynivalenol, metabolites of deoxynivalenol and masked deoxynivalenol in food and feed, and a scientific opinion on the appropriateness of setting a group health-based guidance value for nivalenol and its modified forms. EFSA also delivered two scientific reports on human and animal dietary exposure to ergot alkaloids and to T-2 and HT-2 toxins.

■ Furan and methylfurans in food — EFSA confirms health concerns

In 2017, the European Commission requested a risk assessment on furan and methylfurans in food. EFSA concluded that exposure to furan and methylfurans in food could lead to possible liver damage. The most exposed group of people are infants, mainly through consumption of ready-to-eat jarred or canned foods. Exposure in other population groups is mainly from consumption of grain-based foods and coffee, depending on age and consumer habits.

■ Veterinary medicines, unauthorised substances and contaminants found in animals and animal-derived food

Overall, 730 000 samples were reported in 2015 from the 28 EU Member States. The level of non-compliance in targeted samples was 0.34 %, comparable to 0.25 %-0.37 % over the previous 8 years, with resorcylic acid lactones, metals and mycotoxins lower than the 2014 report. The summary data reported suggest high rates of compliance overall and demonstrate the strengths of the EU monitoring system and its contribution to consumer protection and animal welfare.

Rapid outbreak assessments

■ Multi-country Salmonella outbreaks

EFSA, in collaboration with ECDC provided rapid outbreak assessments for Salmonella Enteritidis in eggs and Salmonella 11:z41:e,n,z15 in sesame seeds outbreaks of various species, supporting the risk managers in the identification of the source and in tracing activities.

■ Histamine intoxications

The European Commission asked EFSA to investigate incidents of histamine intoxication in EU linked to consumption of tuna and notified through the Rapid Alert System for Food and Feed. The aim of the assessment was to verify the possible correlation upstream in the food supply chain. As a result, correlations between incidents were detected, but a single event that could be considered the origin of all clusters of human cases was not identified.

Nutrition

■ Dietary reference values: vitamin K and riboflavin (vitamin B2)

In the area of dietary reference values (DRVs) EFSA delivered advice for vitamin K and for riboflavin ⁽²⁾ (vitamin B2). In both cases a public consultation on the draft opinion was carried out. Public consultations were also held for a draft scientific opinion on DRVs for sodium and the related protocol.

■ Infant nutrition, age of introduction of complementary food

With regard to infant nutrition, a protocol for a systematic review on health outcomes related to the age of introduction of complementary food into an infant's diet was published after being subject to public consultation.

Food contact materials

■ Bisphenol A hazard assessment protocol

The hazard assessment protocol to be used in an upcoming EFSA re-evaluation of BPA was endorsed. In line with the 'transparency and engagement in risk assessment' ⁽³⁾ approach, the draft protocol had undergone a public consultation and interested parties were invited to attend to a workshop to actively participate in addressing key issues identified during the public consultation. The protocol was revised by an ad hoc EFSA working group (WG) composed of independent experts and experts nominated by national bodies. Feedback from all involved parties had a significant impact on the final shape of the protocol that will be used, in 2018, to determine whether new scientific evidence still supports the current tolerable daily intake for BPA.

⁽²⁾ Vitamin B2.

⁽³⁾ The Transparency and engagement in risk assessment (TERA) project aims at increasing transparency and public engagement to transform EFSA into an open science organisation.

1.2. Regulated products evaluation

Support to applicants

In 2017, two administrative guidance documents, one on new food contact materials, and one update on a genetically modified plant, were published. In the area of regulated products EFSA also organised two webinars (novel foods, feed additives) and two info sessions (novel foods, pesticides), 341 requests for information were replied to and 338 applications for regulated products were centrally registered and processed by EFSA. The fourth roundtable with industry associations with all registered stakeholders from the group 'Business and food industry' was also organised. As of 1 June 2017, when an output related to an application has been completed, applicants have the chance to complete an individual satisfaction survey.

In support to the applicants, the MATRIX project developed and piloted electronic submission and administrative workflows for applications submitted in the areas of PRAS, GMO and FEED and the management of digital dossiers. Some deviations in the implementation of the IT solutions were observed, leading to a slight delay compared to the initial schedule. As a result a pilot phase involving external stakeholders was postponed to 2018.

EFSA launched a new support pilot initiative: the 'pre-submission administrative check' targeting small and medium-size enterprises (SMEs) in the areas of feed additives and novel foods, excluding traditional food.

The 'Update of the EFSA's Catalogue of support initiatives during the life cycle of applications for regulated products' and the 'Administrative Guidance for the processing of applications for Regulated Products', describing the principles used to process applications for regulated products in EFSA were done.

■ Food contact materials

In the area of food contact materials, the application of the opinion on uncertainties has been piloted in a scientific opinion dealing with safety assessment of ethylene glycol dipalmitate (EGDP) for use as a processing aid in various types of plastics, acting as a lubricant to improve injection moulding and to improve the distribution of additives in the polymer melt.

■ Food enzymes

To ensure scientifically sound input data for the exposure assessment of food enzymes, EFSA launched a call for data for additional processes: cereal-based processes, savoury snacks processing, fat and oil processing, refined sugar production and processing, grain processing for the production of starch, fibre and gluten.

■ Food additives

In the area of food additives, EFSA completed assessment of one study on the carcinogenicity of sucralose and issued one statement to refine the exposure assessment of annatto colouring principles bixin and norbixin.

In addition, four calls for data were launched to gather relevant information for the re-evaluation of food additives, phosphates and sweeteners. A workshop with stakeholders on the re-evaluation programme was held with the aim of sharing lessons learnt from the experience and to ensure engagement from all interested parties in the future activities. EFSA also completed an assessment of the safety of hydroxyanthracene derivatives found in botanical extracts used as ingredients of food supplements for laxative purposes in the context of Regulation (EC) No 1925/2006.

■ Nutrition

In the context of infant nutrition, the NDA Panel delivered a scientific opinion on safety and suitability for use by infants of follow-on formulae with a protein content of 1.6 g/100 kcal. The opinion supported the European Commission to prepare its position at the Codex Committee on Nutrition and Foods for Special Dietary Uses (CCNFSDU) regarding the minimum protein content in follow up formulae.

■ Novel foods

To prepare for a new novel foods regulation, EFSA organised the first meeting of the EFSA Scientific Network on Novel Foods aiming at facilitating exchange of information and to reinforce the collaboration in the area of novel foods. The Member States discussed the methodology for searching information as well as the approach to streamline submissions of 'duly reasoned safety objections' related to traditional foods coming from third countries.

■ Pesticides

EFSA carried out several activities as a follow-up of the glyphosate evaluation: an Article 12 MRL review and the associated assessment of the risk of glyphosate to animal health and an EFSA Conclusion on the potential endocrine disrupting properties of glyphosate were adopted. Additional activities to further clarify EFSA's assessment of glyphosate were performed: two statements requested from the European Commission in response to allegations made in the so-called 'Monsanto papers' were produced, and a scientific review explaining the differences between the EFSA and the IARC evaluation was published in a top-ranking scientific journal.

In parallel, re-evaluation of the risk of three neonicotinoid insecticides to bees following a public call for data was conducted and launched for the final consultation with the Member States in December.

Moreover, in the area of pesticides, EFSA was requested by the European Commission to prepare comments on the Session of the Codex Committee on Pesticide Residues (CCPR); the related Scientific Report of EFSA was the basis for deriving the EU position for the CCPR meeting.

The 2015 Annual Monitoring Report on Pesticide Residues, which analyses data from the 28 Member States was also completed.

Furthermore, the Pesticides Steering Network finalised an action plan for improving the peer-review process, which has been presented at the Standing Committee and is already partially implemented.

1.3. Stakeholders' engagement and communication

Stakeholders' engagement

Many activities under the pilot phase of the new Stakeholder Engagement Approach (SEA) took place, including: the first annual Stakeholder Forum and Bureau meetings, the annual Roundtable meetings with industry and NGOs, the launch of the Communicators Lab, a pilot initiative to enhance engagement with EFSA's registered stakeholders. A discussion group on bee health was organised by EFSA in support of its work towards facilitating an EU Bee Partnership among stakeholders.

Aiming at further increasing transparency and fostering engagement of the stakeholders throughout the risk assessment process, the TERA project delivered three more of the planned measures:

- Enhancing use of consultation in different steps of risk assessment process (including pilot on draft mandates);
- Consultation meetings with Member States authorities introduced;
- Enhanced transparency on reopening of opinions process.

In addition, EFSA carried out 11 open plenary meetings of its scientific Panels and Committee in a new webcasted format, with both physical and online observers. The overall response has been very positive so far, emphasising that web-streaming considerably decreases the carbon footprint and costs of the event and is an excellent example of transparency. Work is ongoing on the deployment of the measure targeting to 'Timely and more detailed minutes of scientific meetings published', while the 'Guidelines on use of consultation across the risk assessment process' were approved in December 2017.

A number of opportunities for engagement with EFSA's stakeholders have taken place in Parma. Examples are: the 1st Stakeholder Forum with the participation of the chair of EFSA's Management Board (MB) and over 50 registered stakeholders, aiming at fostering public and stakeholder involvement in the process of risk assessment. The Communicators Lab has been launched as way of eliciting feedback from EFSA's registered stakeholders; the setting up of Stakeholder Mandates Working Group as a new targeted engagement modality.

Media and social media

EFSA responded to approximately 800 media requests and facilitated 106 interviews (more than twice as many as 2016) with leading media, 20 of which with the Executive Director on sensitive topics such as glyphosate and independence. The overall impact score for media was 15 on a scale from – 100 to + 100, down slightly from last year due to ongoing public debate on glyphosate. A pilot project encouraging staff to use social media to promote EFSA activities was completed and showed positive results.

Content production and dissemination

- Extensive multimedia output including, first data visualisation tool for antimicrobial resistance; video, animations and tutorials for the Bees and Xylella conferences; 2018 panel renewal call materials; videos on novel foods, alternatives to animal testing, mycotoxins, staff/expert recruitment, network of agencies; infographics on GMOs, cooperation, meat safety, OpenFoodTox; news on glyphosate, endocrine disruptors, hepatitis E, nitrates/nitrites and furans; design input to improve the quality of scientific posters.
- Improvements to the EFSA website: several new features, public consultations now available in real time, catalogue of cross-cutting guidance and search improvements.

The *EFSA Journal* published around 550 scientific outputs. Article downloads grew to over 1.5 million. The introduction of a new homepage 'hub' gives greater impact and delivers functions such as new search and navigation features and the ability to create themed issues on any aspect of EFSA's work — from AMR to zoonoses. The listing of the *EFSA Journal* on a key global bibliographic database — the Emerging Resources Index — is an important step in strengthening its outreach and visibility.

1.4. Performance indicators




Output indicators

Indicators available to monitor performance in this area are presented in Tables 1-5 below and a summary status report for the key projects under strategic objective 1 is presented in Annex III. Overall the performance exceeds expectations with some deviations described below.

The production of scientific outputs and technical reports overall exceeded the target in the area of general risk assessment (158 questions closed through scientific outputs and 16 through technical reports for a total of 174 achieving 152 % of the annual target of 114 closed question for this type of output). The increased number of questions closed is mainly due to the completion of activities related to animal health categorisation and the early completion of priority 1 plant pests opinions. Two opinions in the area of contaminants and the Transmissible spongiform encephalopathy EU scientific report (TSE EUSR) 2016 have also been finalised before the deadline. The annual target has also been largely exceeded for questions delivered for 'other publications' as several external scientific reports were not included in the initial plan.

Timeliness is on track with one scientific report of EFSA not meeting the deadline. The delay is due to data discrepancies identified during the finalisation of the report. In agreement with DG SANTE an ultimate consultation with the MS was decided in order to cross-check and analyse the raw data. No other questions in SO1 general RA were closed late in this reporting period.

Table 1. Activity and outputs indicators for SO1 — General risk assessment

ACTIVITY — OUTPUT INDICATORS				
General risk assessment				
Indicator	Executed 2016 ⁽⁴⁾	Target 2017	Executed 2017	Status
Number of questions delivered for scientific outputs and technical reports	60	114 ⁽⁵⁾	174	
Number of questions delivered for 'other publications' ⁽⁶⁾ (external reports, event reports)	74	7 (external reports)	29 (28 external/ 1 event report)	
Proportion of scientific/technical questions adopted within deadline	100 %	100 %	99.4 %	

The production of scientific outputs and technical reports exceeded the target in the area of the evaluation of regulated products (392 questions closed through scientific outputs and 66 through technical reports, against a target of 408 closed questions and therefore achieving 113 % of the annual target). The most significant over-execution, with 132 questions closed against the 99 planned, is observed in the areas of food flavourings and food additives re-evaluation because of grouped questions under a single output. Despite the overall over-execution for regulated products, the target was not achieved in the

⁽⁴⁾ Allocation to SO is not available for 2016 as this new classification is new as of 2017.

⁽⁵⁾ Significant increase of target 2017 is due to new requests foreseen to be received for plant pest categorisation (approximately 150 questions in 2017-2019), which have a lower complexity compared to regular questions.

⁽⁶⁾ According to definitions of EFSA outputs (<http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>).

pesticides area, especially in the MRL Article 10 (51 questions closed against 84 planned), while the conclusions on pesticides peer review almost reached the yearly target, improving performance by the end of the year.

The annual target has also been largely exceeded for questions delivered for 'other publications' as several external scientific reports were not included in the initial plan.

Article 12 backlog reduction in PRAS is not on target as 38 questions were closed out of 45, representing 84 % of the yearly target; in agreement with DG SANTE, the remaining questions planned to be closed in 2017 will be included in a later statement in 2018, when the respective MRL regulations will have been voted on.

Timeliness (excluding backlog) is on target in the areas of food ingredients and packaging, nutrition, and genetically modified foods (all exceeding the 90 % target). The target was not met in the area of feed additives (74 %) and pesticides (82 %). Overall, the timeliness for regulated products is below the 90 % target (86.3 % excluding backlog) but still higher than previous years.

Regarding the indicator related to the feedback of applicants on the regulated product opinions, as the response rate for 2017 is too low to establish a meaningful baseline, EFSA is exploring potential alternative methods/tools of measurement and mitigating actions.

Table 2. Activity and output indicators for SO1 — Regulated products

ACTIVITY — OUTPUT INDICATORS				
Regulated products evaluation				
Indicator	Executed 2016 ⁽⁷⁾	Target 2017	Executed 2017	Status
Number of questions delivered for scientific outputs and technical reports	373	408	458	⚙️
Number of questions delivered for 'other publications' ⁽⁸⁾ (external reports, event reports)	74 <i>for all activities</i>	2 <i>(external reports)</i>	8 <i>(external reports)</i>	⚙️
Number of questions in backlog in PRAS (Article 12 only) delivered	46	45	38	⚙️
Proportion of scientific/technical questions adopted within deadline	90 %	90 %	86.3 %	⚙️
Number of service catalogue activities with applicants (meetings, webinars, info sessions, etc.)	50 <i>per year</i>	+ 10 % (55)	68	⚙️
Percentage of positive feedback on regulated product opinions from applicants	TBD in 2018	TBD in 2018	NA	NA

The indicator 'Proportion of scientific outputs delivered within 28 working days of adoption (%)' has improved compared to the third reporting period performance (currently 75.58 % vs 70.15 %), but it did not reach the target. Waiting for the results of the efficiency initiative, expected early in 2018, the Department decided to reduce the target for next year to the more realistic 80 %.

On the other hand, the indicator 'Total number of registered stakeholders' will be reviewed for 2018, after the result of the first evaluation of the implementation of the pilot under the 'stakeholders engagement approach project', that was presented at the Management Board meeting in December 2017.

⁽⁷⁾ Allocation to SO is not available for 2016 as this classification is new as of 2017.

⁽⁸⁾ According to definitions of EFSA outputs (<http://www.efsa.europa.eu/en/efsajournal/sdocdefinitions>).

Table 3. Activity and outputs indicators for SO1 — Communication and engagement

ACTIVITY — OUTPUT INDICATORS				
Communication and engagement				
Indicator	Executed 2016	Target 2017	Executed 2017	Status
Proportion of scientific outputs delivered within 28 working days of adoption (%)	N/A	85 %	75.58 %	🔧
Number of (i) media and (ii) stakeholder enquiries addressed within agreed deadlines ⁽⁹⁾	N/A	TBD in 2017	95 %	N/A
Number of public consultations on EFSA outputs	N/A	TBD in 2017	20	N/A
Percentage of positive feedback from engagement activities carried out with registered stakeholders	N/A	TBD in 2017	90 %	N/A
Total number of registered stakeholders	70	85 ⁽¹⁰⁾	107	🔧






Outcome indicators

The targets for all indicators at outcome level are exceeded. It is acknowledged that they were underestimated and will be redefined; one reason is the launch of promotion actions to increase followers. This was not taken into consideration when defining the targets in the planning phase.

⁽⁹⁾ 15 working days deadline is set by the Ask EFSA SOP.

⁽¹⁰⁾ 102 as of 31/08/2017.

Table 4. Outcome indicators for SO1

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Enhance outreach of communication					
Social media effectiveness	Increase followers from social media platforms	+ 46 % (40 742)	+ 3 % (41 964)	+ 32 % (55 223)	
	Social interactions	14 881	+ 30 % (19 345)	+ 90 % (36 741)	
	Traffic to EFSA web content from social media	2.6 % (63 464)	+ 2 % (64 759)	+ 21 % (78 436)	
	Traffic to EFSA's web content (web metrics): number of sessions	2.9 m	+ 0.5 % (2 986 599)	+ 6 % (3 184 611)	
	Number of subscribers to online subscription products (newsletter and alerts)	33 934	+1 % (34 273)	+ 4.8 % (35 914)	
	Impact visibility and discoverability of EFSA's scientific outputs (access, downloads, citations)	TBD in 2018 ⁽¹¹⁾	N/A	N/A	N/A
Increased engagement of stakeholders in scientific activities					
Stakeholders engagement during public consultations and other stakeholders engagement activities	Number of contributions received — total and by stakeholder group	TBD in 2017 ⁽¹²⁾	N/A	1 943	N/A
	Number of relevant contributions used in EFSA outputs ⁽¹³⁾	TBD in 2017	N/A	Sub-indicator deleted as non-fit-for-purpose ⁽¹⁴⁾	N/A
	Survey feedback from SEA-registered members on the effectiveness of EFSA's stakeholder engagement activities	N/A	N/A	Results under elaboration	N/A
Full availability of documentation relevant to EFSA's scientific outputs					
Availability of documentation used in EFSA's scientific outputs	Proportion of EFSA's scientific outputs providing direct access (links) to datasets and metadata	TBD in 2017 N/A ⁽¹⁵⁾	N/A	0	N/A

Intermediate impact indicators

The currently available indicator is the 'impact of media coverage' that is slightly below target and below the baseline 2016. This is due to the negative coverage related to glyphosate which started in Q2 2017.

⁽¹¹⁾ From an overall journal citation point of view application to the citation index will take place in 2017 with metrics available in 2018.


⁽¹²⁾ Average number of total comments received through public consultations in 2016-2017. Waiting for stakeholder groups analysis.

⁽¹³⁾ The sub indicator is deleted.

⁽¹⁴⁾ See PD 2018-2020 Appendix C.

⁽¹⁵⁾ The execution 2017 will be the baseline.

Table 5. Intermediate impact indicators for SO1

KPI		Baseline	Target 2017	Executed 2017	Status
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment process and communication tools and material.					
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)	Risk managers (EC/MS)	2016 feedback exercise (external evaluation survey)	Annual comparison	Results under elaboration	N/A
	Stakeholders	65 %	65 %	Results under elaboration	N/A
	Applicants	2014 Apdesk survey: index score = 12 (on a scale from – 100 to + 100) ⁽¹⁶⁾		N/A	N/A
User satisfaction rating of communication tools and materials	EFSA Journal	85 % ⁽¹⁷⁾	To be defined in 2017	70 %	N/A
	Other communication products	To be updated at year end. external evaluation survey	To be provided at year end	Results under elaboration	N/A
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles)		18	20	13.65	

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

Accurate and efficient data collection is essential for the integrity of the risk assessment process. The work done closely with the Member States, the European Commission and the international bodies to collect, analyse and summarise relevant scientific data is part of the sustained programme of scientific data collection activities falling under strategic objective 2. The scientific 'Data Warehouse', 'Knowledge Junction' 'Data DOI' projects are examples of contributions to increase the transparency and reproducibility of EFSA's risk assessments.

2.1. Databases and data reports

A Scientific Data Warehouse providing exploratory data visualisations for food consumption, food composition, zoonoses, antimicrobial resistance, OpenFoodTox ⁽¹⁸⁾, contaminant occurrence, pesticide residue occurrence and the compendium of botanicals was put in

⁽¹⁶⁾ EFSA changed the approach in collecting feedback from applicants following comments received on a perceived survey fatigue; however, the response rate for 2017 is too low to establish a meaningful baseline. EFSA is investigating the reasons for the low response rate and will take mitigating actions if needed.

⁽¹⁷⁾ Outcome 2016 journal survey.

⁽¹⁸⁾ Chemical hazards database.

place. Information for action reports was provided to support experts working on African swine fever, norovirus in oysters and veterinary medicinal product residues.

A 'Knowledge Junction' (Open SCAIE Project) curated community on the 'Zenodo platform' enabling the exchange of evidence and supporting materials used in food and feed safety risk assessments, with the goal of improving transparency, reproducibility and evidence reuse was created. In December 2017 the community contained 23 datasets, 30 coded objects and 1 062 reports with contributions from 20 Member States.

EFSA also set up an ad hoc data collection on fipronil and other substances' residues in eggs and poultry meat/fat as a follow up to the identification of eggs contaminated with fipronil on the European market in July 2017. Analytical results from some 8 321 samples of eggs and chicken muscle/fat were submitted to EFSA and summarised in a scientific report on the occurrence of residues of fipronil and other acaricides in chicken eggs and poultry muscle/fat.

2.2. Scientific literature

As before, continuous access to scientific literature was provided, including more than 60 000 articles and more than 3 000 documents provided by document suppliers. This was combined with a more intense support in the development and appraisal of literature searches for scientific assessment.

In addition, the 'Data Dol' project was started to define a proactive approach to data publication from EU coordinated monitoring programmes and surveys and from the EFSA scientific data warehouse to make EFSA data citable. Development has also started on the use of application programming interfaces (API) to facilitate the exchange on information between EFSA and other open data portals (e.g. IPCheM portal, EU Open data portal, OECD eChem portal).

2.3. Data standardisation

In order to support the food consumption data collection, within the frame of the EU MENU project, towards more standardised food consumption data at European level, a total of seven dietary surveys from four Member States have been completed and data delivered to EFSA.

With a view to strengthening collaboration with other organisations in the remit of data exchange and interoperability, EFSA joined the Global Open Data for Agriculture and Nutrition network and, together with ECHA and EMA, laid the foundation for the establishment of a European Parliament working group on harmonisation of chemical data with a view to increased sharing, analysis and dissemination of data.

EFSA also delivered a new tool called 'Food Additives Intake Model 2.0' (FAIM) that can be used by applicants, risk assessors and risk managers to estimate chronic dietary exposure to food additives. Exposure results are provided for different population groups such as infants, toddlers, adults and for different countries. FAIM is based on data collected from Member States on food consumption and stored in the EFSA Comprehensive European Food Consumption Database.

Several training sessions to EU candidate countries were delivered by the Agency on reporting of veterinary medicinal product residue (VMPPR) data, pesticide residue data as well as zoonoses monitoring data to EFSA. In addition, training was delivered to the Member State data providers in view of the first Member States direct reporting to EFSA on data on TSE.

Following the completion of the standard sample description version 2 (SSD2) pilot project, the Member States agreed, on the occasion of the first joint meeting of the pesticide monitoring and chemical occurrence data networks, to implement the new standard using a phased approach until 2020. The added value is that at least six European data collections will use this common standard for data transmission to EFSA. In addition, the first joint network meeting of the veterinary medicinal product residue and pesticides data networks

took place with a view to streamlining reporting between the VMPP and pesticide residue data domains coming from the Member States and collected by EFSA.

One main achievement towards widening the EFSA's evidence base and increasing access to its data has been the new library services approach where a new, user-friendly library portal with enhanced services and a discovery tool simplifying the scientific literature data collection was implemented.

EFSA also delivered several training sessions on FoodEx (EFSA's food classification and description system) to European data providers as well as to non-European and international organisations.

2.4. Information management programme

Information Access Management (IAM) project

In 2017, the Information Access Management (IAM) project delivered a solution for accessing EFSA's information by means of a central IT service Bus and by establishing a new identity management solution to ensure proper access management, i.e. secure access control for users and user groups. EFSA's IT tools can now exchange data and information through reusable mechanisms replacing existing cumbersome processes. Examples of solutions delivered in 2017 include exchange of information between RAW, MOS, DCF ⁽¹⁹⁾, and the EFSA website. In 2018, the project will support the enforcement of master data management principles, especially for people and organisations, and the further fine-tuning and securing of the identity management.

Within the frame of the EFSA information governance project, an EFSA information governance framework was established to govern EFSA's information assets.

2.5. Performance indicators

Output indicators

Indicators available to monitor performance in this area are presented in Tables 6-7 and a summary status report for the key projects under strategic objective 2 is presented in Annex III. Overall the performance is satisfactory and described below.

The production of questions closed through scientific outputs and technical reports meets the target with 10 questions closed. The number of questions closed through publication of other EFSA outputs exceeded the target.

The timeliness for scientific and technical outputs is at 90 %: one technical report adopted after the deadline.

The 'Number of new data collections under design' reached the annual target with fipronil data collection designed in response to an urgent request from the Commission. EFSA is working on a mandate to consider feasibility options for a whole genome sequencing joint database with ECDC.

With respect to the 'number of new data collections under implementation', the work is on track with TSE-BSE finalised. The urgently requested fipronil data collection has been implemented.

⁽¹⁹⁾ Risk assessment workflow; Meeting organisation system, data collection framework.

Finally the 'number of enhancements to operational data collections' achieved the target with the completion of the new catalogue browser and conversion from SSD2 ⁽²⁰⁾ to SSD1 and the new enhancements are now in place.

Table 6. Activity and output indicators for SO2

ACTIVITY — OUTPUT INDICATORS				
Indicator	Executed 2016 ⁽²¹⁾	Target 2017	Executed 2017	Status
Number of questions delivered for scientific outputs and technical reports	15	10	10	🟢
Number of questions delivered for 'other publications' (external reports, event reports)	15	15	21 (external reports)	🟢
Proportion of scientific/technical questions adopted within deadline	100 %	100 %	90 %	🟡
Number of operational data collections prepared and opened within deadline (total and open)	12 ⁽²²⁾	13	13	🟢
Number of new data collections under implementation	1 ⁽²³⁾	2	2	🟢
Number of new data collections under design	2 ⁽²⁴⁾	2	2	🟢
Number of enhancements to operational data collections ⁽²⁵⁾	TBD in 2017	20	20	🟢

Outcome indicators

Regarding the data accessibility index aiming at demonstrating improved access to data, the annual target is reached for the data collections published with no data aggregation from EFSA. Examples are contaminants-owned data, chemical hazard, and composition data, datasets for disease status and animal population.

On the data collections and dashboards where EFSA performs aggregation, delivery of dashboards reached the annual target (15). FAIM template is completed and available for external users; Pesticide residues 2015 data had to be rebuilt and published, and Consumption EUMENU dashboard had to be rebuilt and it is finalised, but could not be published. An additional dashboard for EFSA-owned data on chemical contaminants was finalised and contributed to reach the target.

The outcome indicators were defined during the year and a baseline is created. Especially for the index for the European interoperability framework for European public services/ interoperability maturity model (EIF/IMM index) a corporate information management governance was set up in 2017 and the index will be developed in 2018.

⁽²⁰⁾ Standard Sample Description.

⁽²¹⁾ Allocation to SO is not available for 2016 as this new classification is new as of 2017.



⁽²²⁾ Data collections on: chemical contaminants, veterinary, medicinal products, pesticides residues, food consumption, additive usage, additive occurrence, molecular typing and zoonoses.

⁽²³⁾ TSE/BSE.

⁽²⁴⁾ At least two data collections: SSD2-Matrix, animal health and plant health.

⁽²⁵⁾ This output indicator was indicated as 'to be defined' in the SPD 2017-2019.

Table 7. Outcome indicators for SO2

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: Improved access to data					
Data accessibility index	Number of publicly accessible data collections published with no data aggregation from EFSA	1 ⁽²⁶⁾	5	5	
	Number of data collection dashboards/aggregates published	11 ⁽²⁷⁾	15	15	
Outcome: Wider data coverage					
Number of digital objects (evidence) uploaded to EFSA's open repository		500 (in 2017)	N/A	500	N/A
Outcome: Increased standardisation and interoperability of data					
Share of regulated product areas covered by structured data		TBD in 2017	N/A	0	N/A
Increased maturity in data interoperability — EIF/IMM index ⁽²⁸⁾		To be defined in 2018	N/A	N/A	N/A
Outcome: Improved quality of data					
Data quality index ⁽²⁹⁾		To be defined in Q2 2018	N/A	N/A	N/A

Intermediate impact indicators

All intermediate impact indicators were defined during the year and are presented in Table 8.

⁽²⁶⁾ Compendium of botanicals.

⁽²⁷⁾ Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, antimicrobial resistance, food consumption, botanicals, food composition, EFSA-owned raw data dashboards.

⁽²⁸⁾ European interoperability framework for European public services/interoperability maturity model. A corporate information management governance was set up in 2017. The index will be developed in 2018.

⁽²⁹⁾ The three most relevant data quality dimensions for EFSA scientific data collections: e.g. accuracy — data plausible, representative, well coded; completeness — all information required/recommended is reported; timeliness — information is reported according to deadlines and update according to agreed timelines.

Table 8. Intermediate impact indicators for SO2

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
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 regard to follow-up actions)	N/A	TBD with external evaluation survey	Results under elaboration	N/A
Use and reuse of EFSA's accessible data and evidence	User statistics from the data warehouse	800 in 2017	N/A	800	N/A
	User statistics from the evidence hub (Open-ScAIE/ knowledge Junction)	1 105 ⁽³⁰⁾	N/A	1 105	N/A
	Data/evidence re-used by stakeholders via citation statistics	TBD in 2018	NA	N/A	N/A

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

EFSA aims to set up cooperation initiatives that make the best use of expertise for scientific assessment through a partnership between EFSA staff, scientific experts and Member State organisations. With the aim of ensuring that the scientific work and corporate initiatives are supported with appropriate outreach tools to engage with the relevant audience, in the area of scientific cooperation, capacity building and expertise management, cooperation with EU agencies and Commission activities, the achievements from the implementation of the EFSA work programme were many.

3.1. European cooperation and networking

Cooperation with Member States continued to be developed through new partnering grants aimed at building capacity between countries, along with ongoing discussions on international capacity building in an Advisory Forum discussion group. The trial of a new electronic newsletter, sharing upcoming scientific cooperation events from Member States and EFSA, provided successful.

The Executive Director visited Austria, Bulgaria, Czech Republic, Estonia, Iceland, Italy, Malta, Poland and Slovenia. Tangible outcomes of the visits are the doubled number of guest scientists (22) coming to EFSA and 36 joint projects addressing common priorities and emerging risks, such as whole genome sequencing and African swine fever.

EFSA was invited by the European Commission and EU presidencies to present the outcome of its work (African swine fever, *Xylella fastidiosa*, fipronil) at various high-level ministerial meetings. Similarly, EFSA addressed CVOs and COPHs during both the Maltese and Estonian presidencies to update on areas of interest.

⁽³⁰⁾ Number of uploaded and curated digital objects — consolidating 5-year period.

Biohaz scientific networks

The networks on microbiological risk assessment (MRA) and transmissible spongiform encephalopathies (TSE) met in October 2017 and shared risk assessment experiences. MRA network experts discussed topics such as *Listeria monocytogenes*, food-borne parasites, *Yersinia spp.*, ESBL-producing *Escherichia coli*, risk assessment of the dairy supply chain. Members of the TSE Network updated each other on recent/ongoing TSE-related activities and discussed topics such as Chronic Wasting Disease in cervids, and TSE.

Zoonoses networks

A joint meeting of EFSA's Zoonoses Monitoring Data Network and ECDC's FWD Network was held on 16-17 October 2017, and focused on the 'One Health' approach to collaborative response to foodborne disease outbreaks in EU/EEA. The EFSA's Zoonoses Monitoring Data Network held its annual meeting in October 2017 in Parma. The networks for Zoonoses Monitoring Data — subgroups Data Reporting on Antimicrobial Resistance and on TSE-BSE were held in November 2017 in Parma.

Article 36

Ensuring that EFSA's Article 36 List is updated regularly, EFSA managed 154 profile updates throughout 2017. Following 17 inclusions of newly designated organisations and eight deletions of entries from the list, by December the list contained 360 entries from 30 countries (EU Member States, Iceland and Norway). To strengthen European networking and cooperation amongst competent organisations and EFSA, the Article 36 project closely collaborated with Member States to simplify procedures and establish a new IT tool. The project will continue in 2018, integrating processes and tool, and supporting Member States in implementing the new way of working.

3.2. International cooperation

EFSA continued to implement its international cooperation work plan through high-level visits to Japan and China, by organising seminars with international partners and Member States agencies and by exchanges of guest scientists from Chile, China and Japan. EFSA launched two new international liaison groups in the areas of chemical risk assessment and risk communication, and it developed a Memorandum of Cooperation with the Food Safety and Standards Authority of India.

3.3. Scientific capacity building

Expertise management programme

Through its Expertise Management Programme (EMP), EFSA is pursuing its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts and ultimately attract the best available expertise. During 2017 important milestones were reached with:

- The finalisation of a comprehensive catalogue encompassing all technical competencies (scientific and non-scientific) and fully compliant with the European Commission methodology. With an average of 77 job profiles, this competency library will enable a state-of-the-art workforce planning process, supporting an optimal allocation and development of competences.
- The call for the renewal of all scientific panels and the Scientific Committee published in June using a new recruitment e-solution, the newly established comprehensive library of scientific competences and a new IT tool to process the decla-

rations of interest, in alignment with the new Independence Policy. Following a thorough evaluation procedure initiated in Q3, the final outcome of the selection process was presented to the Management Board in March 2018. However, despite a targeted campaign using multitenant channels enabling a 17 % increase in the number of applications started (2 330 against 1 921 for the previous call), the Programming Document target of 1 725 applications submitted could not be reached (1 079 vs 1 150 from the previous call).

In preparation of next year's activities the Programme is developing a business case for an 'EFSA Academy' with the objective to evaluate the efficiency gains that will be brought by the design and setting-up of a centralised hub aiming at fostering knowledge acquisition and exchange among EFSA staff and experts and with the European risk assessment and risk communication community.

EU-For a Fellowship Programme

The first European food safety risk assessment fellowship programme, EU-FORA, was successfully launched in September for 15 fellows from 11 different Member States, who started the 12-month placement at eight hosting sites in seven Member States. Partnerships with academia resulted, via summer schools and info sessions, in reaching out to over 300 young scientists from 42 countries. EFSA hosted 25 guest scientists from 13 different countries worldwide.

Innovative ways for strengthening capacity

EFSA explored in a first feasibility study crowdsourcing in order to explore the vast untapped reservoirs of scientific knowledge and technical skills that could help us to do risk assessments and other scientific work, thereby going beyond the usually targeted community of knowledge. For this EFSA look for up-and-coming researchers, retired professors, skilled technicians working in other fields or passionate thinkers with innovative ideas anywhere in the world, not just in Europe.

Thanks to recent developments in the field of artificial intelligence, cognitive technologies extend the power of computers to tasks that were originally performed by humans. 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), comprising 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 needed to better understand and pilot cognitive computing and its role in enhancing, scaling and accelerating human expertise. This has been done through two projects exploring the application and training in the use of machine learning techniques and the creation of an internal EFSA Knowledge and Innovation Community (KIC) on Automation, Machine Learning and Artificial Intelligence.

3.4. Performance indicators

Output indicators

Indicators available to monitor performance in this area are presented in tables 9-10 and a summary status report for the key projects under strategic objective 3 is presented in Annex III. Overall the performance exceeds expectations with cooperation activities with Member States international partners achieving or exceeding the target. The number of cooperation agreements with international and third country organisations is slightly below the annual target because the signing of Memorandum of Cooperation with FSSAI-India⁽³¹⁾ was delayed until spring 2018.

⁽³¹⁾ Food Safety and Standards Authority of India.

The production of scientific outputs and technical reports presents a moderate deviation, as out of four technical reports foreseen in 2017, EFSA closed only three of them. However, the missing technical report is planned to be closed in early 2018. Regarding the two 'other publications' foreseen to be delivered in 2017, these were reported under SO4. The high number of joint activities with international partners under cooperation agreements is due to the fact that, in the original estimate, the pre-accession activities were not included. The international activities of EFSA have been constantly increasing and they will continue in the coming years with the renewed programme for pre-accession ⁽³²⁾ (agreed at the June MB meeting), which was kicked off in December.

Table 9. Activity and output indicators for SO3

ACTIVITY — OUTPUT INDICATORS				
Indicator	Executed 2016	Target 2017	Executed 2017	Status
Number of questions delivered for scientific outputs and technical reports	0	4	3	🔧
Number of questions delivered for 'other publications' (external reports, event reports)	0	2	2 (reported in SO4)	N/A
Proportion of scientific/technical questions adopted within deadline	0	100 %	100 %	🔧
Number of MS cooperation activities (network meetings, national FP events/ workshops)	73	75	75	🔧
Number of cooperation agreements with international and third country organisations	14	17	15	🔧
Number of international cooperation activities (meetings, events, missions)	19	24	39	🔧






Outcomes indicators

Results higher than targeted were achieved for the indicators of the risk assessment agenda take-up index (see below). Targets will be reviewed accordingly for the following years.

The remaining outcome indicators were defined during the year and therefore measurement is not applicable for 2017.

⁽³²⁾ Agreed in June 2017 Management Board.

Table 10. Outcomes indicators for SO3³³

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: Building and sharing capacity within the risk assessment community at organisational level					
Risk assessment agenda take-up index	Number of joint projects	N/A	15	21	
	Number of priority areas covered	N/A	5	12	
	Number Member States in joint projects	N/A	8	19	
	Number of partners in joint projects	N/A	20	35	
	Number of projects not funded primarily by EFSA	N/A	0	N/A	N/A
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements		5	8	57	
Research agenda take-up index	Number of research recommendations taken up in MS, EU or international research programmes ⁽³³⁾ .	TBD in 2017	N/A	Replaced	N/A
	Number of research projects (EU and international) in which EFSA is participating (actively or passively)	TBD in 2017	N/A	1	N/A
Participation of MS organisations to EFSA's work programme (science grants and procurement)	Application rate for EFSA's open calls	TBD in 2017	N/A	2.15	N/A
	Number of Article 36 organisations applying for EFSA grants	TBD in 2017	N/A	84	N/A

⁽³³⁾ New indicator: Number of support letters written by EFSA of research proposals supporting the EURAA. Baseline is set to 0.

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: Building and sharing capacity within the risk assessment community at individual level					
Increased common expertise pool coverage and availability index	Number of applicants (total) for panel renewals	Total: 1 158 applicants for 10 panels (2013-2015)	1 725	1 079	✖
	Number of applicants (eligible) for panel renewals	Eligible: 998 applicants for 10 panels (2013-2015)	1 080	985	⚠
	Balance of applicants (total and eligible) for panel renewals, in terms of age, gender and geography	TBD in 2017	N/A	Gender balance: Men 55 % /Women 45 % Age distribution: < 40 years: 23 % 40-55: 49 % > 55: 28 % Geography (EU countries) Mid-west Europe: 88 % East Europe: 12 %	N/A
	Elapsed 'time to hire' for working group experts	TBD in 2018	N/A	N/A	N/A
Panel and WG quality evaluated via the expert impact factor	Panel expert impact factor	TBD in 2018	N/A	N/A	N/A
	Working group expert impact factor	TBD in 2018	N/A	N/A	N/A

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: strengthened capacity using innovative ways					
Share of outputs produced using new types of capacity	This indicator captures the extent to which EFSA, together with MS, achieves innovative approaches, cognitive computing, artificial intelligence, etc.	0	NA	KPI revised in 2017 and it will be replaced in 2018	NA

3.4.3. Intermediate impact indicators

All intermediate impact indicators were under development in 2017.

Table 11. Intermediate impact indicators for SO3

KPI	Baseline	Target 2017	Executed 2017	Status	
Intermediary impact: Increased efficiency at European and international level					
Increase of shared and decrease of duplicated/overlapping services/ activities/outputs (risk assessments, data, methodologies) at the Member State and European/ international level ⁽³⁴⁾	TBD in 2017	N/A	replaced	N/A	
Intermediary impact: Increased satisfaction of MS, EU, and international partners with regard to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)					
Satisfaction — general satisfaction with and usefulness of joint outputs — via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)	MS, EU, international, third country organisations	N/A	Annual comparison	Results under elaboration	N/A
	Individual experts	N/A	TBD from external evaluation survey	Results under elaboration	N/A
Outreach of supporting publications on grants and procurement (access, downloads, citations) ⁽³⁵⁾	Number of page visits	3-5 % increase	N/A	N/A	
	Number of downloads	3-5 % increase	N/A	N/A	
	Number of citations	3-5 % increase	N/A	N/A	

⁽³⁴⁾ Replaced by the indicator: 'Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU development and roll-out of a database for sharing MS RA activities'.

⁽³⁵⁾ Report from WILEY to be provided in Q2 each year.

4. Prepare for future risk assessment challenges

Anticipating risk assessment priorities and related methodology and evidence needs ensures that EFSA is prepared for present and new challenges in a dynamic food safety system, whilst driving harmonisation of methodologies to improve food safety across Europe. In order to contribute to the EFSA's effort to be prepared for potential future challenges and crises in food risk assessment a relevant number of guidance documents has been produced. Continuous update and creation of standardised guidelines or methodologies to assess risks in a consistent and harmonised manner demonstrate this effort. Involvement of stakeholders in these processes has been an important step to ensure the relevance of EFSA's work while promoting transparency and trust.

4.1. Preparedness and response

EFSA's activities on emerging risks were: (i) to carry out activities aimed at identifying emerging risks in the remit of EFSA (public health impacts related to food and feed, animal and plant health); (ii) to develop and improve emerging risk identification methodologies and approaches. The *EFSA Emerging Risks 2016 Activities Report* (published in November 2017) summarises the activities of all groups involved in the emerging risks identification procedure, in particular the MS Expert Network and the Stakeholders Discussion Group. It furthermore includes the issues identified in the course of 2016 and a description of methodologies being developed and collaboration activities carried out.

The Discussion group on emerging risks continued its activities initiated in 2010 proving to be a successful input to the EFSA Emerging risks identification procedure. A symposium was organised with the discussion group, FAO and WHO on 'Identification of Emerging Risks in Food — Different Approaches to Achieve a Common Goal' at the International Association for Food protection European Conference in Brussels in March 2017.

EFSA has also developed a multiannual training strategy (2017-2020) addressing EFSA crisis preparedness needs. The proposal builds on past experience in the domain of crisis preparedness and includes a matrix of training themes and sector involvement, encompassing scientific and communication job functions within the EC, MSs, EFSA, other EU agencies and international organisations. In 2017 three different table top simulation exercises were also done, including one in the area of plant health.

Animal health preparedness

In order to foster the use of new approaches and enhance the ability to respond to risks, EFSA continues its collaboration with key partners and stakeholders. In this context the 'Wildlife' project targets the geographic distribution and abundance of wild boar populations in ASF-at-risk or affected countries. In addition, the 'Vectornet' project is supporting the collection of data on vectors related to both animal and human health and was carried out in collaboration with ECDC. A 'one health' approach is also established for the avian influenza monitoring reports, where EFSA is working closely with ECDC, EURL and Member States affected during the reporting period. Preparatory discussions took place with MS representatives during the AHAW Network and with chief veterinary officers (CVOs) to improve the data exchange on animal disease outbreaks and populations of susceptible domestic animals. Another area of collaboration between EFSA and MS considers rapid risk assessment tools where a joint webinar has been organised in order to assist risk managers in the initial stage of a disease outbreak to prepare and respond to possible health threats and to reduce the social and economic consequences of the threat.

Plant health preparedness

On the basis of DG SANTE mandates EFSA has started in 2017 two projects to support EU plant health crisis preparedness: (i) a process for plant health horizon scanning by media and literature monitoring and (ii) a project to provide Member States with plant health surveillance datasheets and guidelines. Based on an automated scanning of media sources

conducted in the JRC MediSys platform and on a manned review, articles about known, as well as emerging plant pests are selected and a monthly newsletter is issued to support risk managers.

A cooperation grant has been awarded to the Malta national plant protection organisation for the organisation of activities and crisis workshops with the other involved Member States. In addition, EFSA has awarded a cooperation project for a thematic grant on airborne plant pathogen surveillance, which includes a study on the airborne spores detection for the CBS fungus.

4.2. Guidance development

Cross-cutting guidance

EFSA's Scientific Committee has developed guidance that provides an approach for carrying out risk assessment of substances in food (intentionally added or not) for infants below 16 weeks. EFSA scientists developed the approach following a state-of-the-art assessment of infant development before and after birth. Developing this guidance document has clarified the way EFSA performs its risk assessment, ensure a common understanding of the methodology used and in the end facilitate the acceptance of EFSA scientific panels' outputs.

EFSA's Scientific Committee has also developed three key methodological frameworks to improve the robustness, quality and transparency of the scientific assessments done by EFSA's 10 sectoral scientific panels:

- **Weight of evidence:** a practical three-step approach for assembling, weighing and integrating evidence on the basis of its reliability, relevance and consistency; it considers qualitative and quantitative approaches and provides simplified reporting tools.
- **Biological relevance:** a flexible framework that clarifies definitions and concepts and sets criteria for determining the nature/magnitude of an observed effect and for deciding if the effect seen is adverse, beneficial or neither (i.e. relevant for an assessment).
- **Uncertainty:** how to assess and combine the limitations in our knowledge at the time of the assessment and identify the data gaps that need filling (to reduce uncertainty).

The draft guidance on uncertainty has been trialled internally at EFSA over 1 year (April 2016 — April 2017). As part of the trial phase the methodology on expert knowledge elicitation was applied by almost all EFSA panels within their case studies. A workshop in June 2017 offered the opportunity to risk assessors and risk managers to meet and exchange views and experiences on the testing phase of the draft uncertainty guidance document. Challenges and benefits encountered during the testing phase were presented and discussed. Further insights from the testing phase were collected to produce recommendations for finalising the EFSA guidance on uncertainty. As an outcome of the workshop an event report was published.

The concise guidance on uncertainty analysis in scientific assessments was developed as a practical, user-friendly and step-by-step guidance with simple flow charts. It includes separate sections for the main types of assessment. The former draft Guidance on uncertainty was revised into a supporting opinion.

The opinion provides supporting information for the concise Guidance (e.g. justify the approach taken, introduce and explain key principles for uncertainty analysis, review a wide range of qualitative and quantitative methods and reorganise the sections in a more streamlined way). Both the guidance and the opinion were adopted by the Scientific Committee in November 2017.

In December 2017, the EFSA Scientific Committee finalised an opinion clarifying some aspects related to genotoxicity assessments for food and feed safety. The opinion improves clarity and predictability for applicants when preparing their dossiers for evaluation by EFSA.

It also helps risk assessors when carrying out assessments of genotoxicity and risk managers when deciding on the approval or restriction of substances in the food chain.

EFSA has recognised the need to foster the understanding, uptake and use of the best risk assessment practices developed by EFSA in particular through its guidance documents. The training courses included four types of specialised training addressing (i) uncertainty in EFSA's scientific assessments, (ii) Environmental Risk Assessment, (iii) benchmark dose modelling (BMD) and (iv) computational toxicology and modelling tools. The majority of the attendees considered the trainings very useful for their future work.

Feed additives

The FEEDAP Panel adopted and published three guidance documents: (i) Guidance on the assessment of the safety of feed additives for the consumer, (ii) Guidance on the identity, characterisation and conditions of use of feed additives, (iii) Guidance on the assessment of the safety of feed additives for the target species. They were submitted for public consultation and outcomes were published on the website as technical reports.

The FEEDAP Panel also endorsed two guidance documents for public consultation on the assessment of the efficacy of feed additives and on the characterisation of microorganisms used as feed additives or as production organism.

Genetically modified organisms

Two guidance documents were adopted by the GMO Panel. The first was supplementary guidance on allergenicity of GM plants, which addresses non-IgE-mediated adverse immune reactions, in vitro protein digestibility and endogenous allergenicity. During the development of this document, EFSA involved the stakeholders at different stages, strengthening new means of engagement in its scientific process. The second 'guidelines on possible derogation of existing requirements for applications of GM food and feed at low levels submitted under Regulation (EC) No 1829/2003 on GM food and feed' indicates scientific requirements of Annex II of Regulation (EU) 503/2013 necessary for the risk assessment of the unintended, adventitious or technically unavoidable presence in food and feed of low level (maximum 0.9 % per ingredient) of GM plant material intended for markets other than the European Union.

Nutrition

The NDA Panel updated the Guidance on the scientific requirements for health claims related to antioxidants, oxidative damage and cardiovascular health. In the area of infant nutrition, a scientific and technical guidance for the preparation and presentation of applications for authorisation of an infant and/or follow-on formula manufactured from protein hydrolysates was delivered.

Pesticides

In the area of pesticides, EFSA finalised a new guidance paper on dermal absorption of plant protection products (PPPs), as well as a guidance document on the revision of the EFSA Pesticide Residue Intake Model (PRIMo). EFSA also adopted a guidance document for predicting environmental concentrations of active substances of plant protection products and transformation products of these active substances in soil and developed user-friendly software tools to facilitate use of the tiered approach in regulatory practice.

EFSA finalised the project for improving the use of epidemiological studies in the risk assessment of pesticides with a scientific conference that took place in November.

The draft joint EFSA/ECHA guidance on the assessment of endocrine disruptors in pesticides and biocides has also been launched for public consultation.

The PPR Panel activities have also covered human health and environmental assessments: one opinion on the follow-up of the findings of the external scientific report 'Literature review on epidemiological studies linking exposure to pesticides and health effects' (University of Ioannina Medical School, 2013), and the other addressing the state of the science on risk assessment for amphibians and reptiles have been adopted.

Biological hazards — guidance on microbiological criteria

The BIOHAZ Panel adopted in October 2017 a scientific opinion reviewing approaches used by the Panel to address requests from risk managers to suggest the establishment of microbiological criteria, and providing guidance on required scientific evidence, data and methods/tools necessary to develop microbiological criteria in food, and listing tasks of risk assessors and risk managers in the process.

4.3. Methodology and data preparedness

Cross cutting: Prometheus

EFSA implemented the Prometheus project (PROmoting METHods for Evidence Use in Scientific assessments) to further improve its scientific processes and contribute to the release of the strategic objectives related to evidence and methods for scientific assessments. Through this project, the Authority defined a set of principles for the scientific assessment process (based on its core values), a four-step approach (plan/carry out/verify/report) to fulfil those principles (EFSA, 2015), and carried out an analysis of its 'methodological needs' for evidence use (e.g. methods, tools, procedures, processes) (EFSA, 2016). The project also included a trial phase for the 4-step approach in a series of case-studies, one from each EFSA Panel. In October 2017, an EFSA workshop was held to collect feedback on the trial phase for the Prometheus approach and provide input to the EFSA management for the next steps in the implementation of this method in EFSA scientific assessments. Linked to the implementation, training was provided to EFSA staff and experts on several aspects such as expert knowledge elicitation and appraisal techniques. In October 2017 an EFSA colloquium on evidence integration was also organised jointly with the Evidence-Based Toxicology Collaboration at Johns Hopkins Bloomberg School of Public Health. This is a recognised challenge in evidence-based risk assessment, for which different methods exist ranging from approaches based on expert judgement, through structured qualitative methods, to complex quantitative methods.

Chemical risk assessment

Within the preparedness activities EFSA published external scientific reports on generation of occurrence data on citrinin in food; bioaccumulation and toxicity of mineral oil hydrocarbons in rats.

Microbiological risk assessment

Within the preparedness activities EFSA published external scientific reports on *Listeria monocytogenes* and comparison of isolates from different compartments along the food chain, and from humans using whole genome sequencing analysis; and assessment of classical scrapie infectivity in sheep embryos.

EFSA run a public consultation on a draft BIOHAZ scientific opinion on *Listeria monocytogenes* in ready-to-eat foods. In September 2017 EFSA held a meeting to present the draft opinion and gather feedback from stakeholders.

In the field of preparedness EFSA also carried out activities on hepatitis E infections in EU due to raw pork. Consumption of raw or undercooked pork meat and liver is the most common

cause of hepatitis E infection in the EU. Experts from EFSA's Panel on Biological Hazards recommend that Member States increase awareness of public health risks associated with raw and undercooked pork meat and advise consumers to cook pork meat thoroughly. They also recommend the development of suitable methods for detecting hepatitis E in food.

Environmental risk assessment

Furthermore, the Bee Partnership Stakeholder Discussion Group was set up, as a follow-up on the Scientific Symposium on collecting and sharing data on bee health. The Symposium was organised together with COPA-COGECA, the European Professional Beekeepers Association (EPBA), Bee Life (European Beekeeping Coordination) and the European Crop Protection Association (ECPA) and was part of the 2017 European Week of Bee and Pollination organised by the 'Apiculture & Bee Health'. The objective of the event was to bring together stakeholders involved in bee health, beekeepers, farmers, industry, scientists, risk assessors and managers, citizens, and policymakers to discuss ways of (i) improving data sharing and data management, (ii) standardising data collection-reporting-storing, and (iii) strengthening collaboration to enable a more holistic and robust risk assessment of bee health in Europe. In October 2017, the Norwegian Scientific Committee for Food Safety (VKM) and EFSA held a joint symposium on 'Risk assessment and risk management cooperation on environmental protection goals' in Oslo. The objectives of the symposium were to share experiences, to plan risk assessors/risk managers cooperation for environmental risk assessment and to pilot the method for making environmental protection goals operational.

4.4. Performance indicators

Output indicators

Indicators available to monitor performance in this area are presented in Table 12 below. A summary status report for the key projects under strategic objective 4 is presented in Annex III. Overall the performance exceeds expectations.

The production of scientific outputs and technical reports overall exceeded the target in the area of preparedness and methodological development (25 questions closed through scientific outputs and 24 through technical reports against the annual target of a total of 40 closed questions).

The publication of other EFSA outputs (22 external reports and five event reports), exceeded the annual target of 18 in total. Timeliness remains on target.

Table 12. Activity and output indicators for SO4

ACTIVITY — OUTPUT INDICATORS				
Indicator	Executed 2016 ⁽³⁶⁾	Target 2017	Executed 2017	Status
Number of questions delivered for scientific outputs and technical reports	Included in SO1	40	49	⚙️
Number of questions delivered for 'other publications' (external reports, event reports)	Included in SO1	18 ⁽³⁷⁾	27 (22 external reports/ 5 event)	⚙️
Proportion of scientific/technical questions adopted within deadline	100 %	100 %	98 %	⚙️

⁽³⁶⁾ Allocation to SO is not available for 2016 as this new classification is new as of 2017.

⁽³⁷⁾ (14 external/4 event reports).

Outcome indicators

All outcome indicators were under development in 2017 and included in Table 13.

Table 13. Outcome indicators for SO4

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
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) ⁽³⁸⁾ having been further developed (moved at least one stage from non-explored to feasibility, piloting, guidance endorsed, training provided, application in risk assessment) ⁽³⁹⁾	TBD in 2017	N/A	4	N/A
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)	Software uploads statistics from the knowledge junction	To be defined in 2018 (10 % increase each year)	N/A	N/A
Outcome: Harmonisation of risk assessment methodologies					
	Increase in the use of cross-cutting guidance documents by EFSA panels ⁽⁴⁰⁾	Number of citations of cross-cutting guidance in <i>EFSA Journal</i>	TBD in 2018	N/A	N/A
	Use of 'compulsory' guidance documents by panels and working groups ⁽⁴¹⁾	To be done in 2018 ⁽⁴²⁾	TBD in 2018	N/A	N/A

⁽³⁸⁾ Defined in 2017: Plant health preparedness; Vector-borne diseases and wild animal diseases; Trace-back, trace-forward methodologies; Anti-microbial resistance; 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; Whole genome sequencing; Animal-based indicators for animal welfare risk assessment; Environmental RA — Bee health; Environmental RA — landscape-based framework; Environmental RA — Spatially explicit ecotoxicology and fate and behaviour; Risk-based food inspections tools — risk ranking of biological and chemical hazards; Risk-based food inspections tools — development of surveys and surveillance schemes.

⁽³⁹⁾ 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'.

⁽⁴⁰⁾ To be defined in the context of further developing the EFSA process architecture and specifically the 'methodologies management' process.

⁽⁴¹⁾ To be defined in the context of further developing the EFSA process architecture and specifically the 'methodologies management' process.

⁽⁴²⁾ Compliance check on use of compulsory guidance.

Intermediate impact indicators

All intermediate impact indicators were under development in 2017 and now included in Table 14.

Table 14. Intermediate impact indicators for SO4

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Intermediary impact: Increased effectiveness of preparedness and response					
Preparedness with data, methods and expertise to address a risk assessment question when received and mutually agreed	% of questions for which data, methods and expertise are readily available	TBD in 2018	N/A	N/A	N/A
	% of questions (regular and urgent) delivered within the initially agreed timelines	TBD in 2018	N/A	90 %	N/A
Intermediary impact: Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response					
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regard to follow-up actions)	Risk managers (EU/MS)	TBD in 2017(external evaluation survey)	Annual comparison	Results under evaluation	N/A
	Stakeholders (general)		2019 comparison	Results under evaluation	
	MS, EU, international, third country organisations		Annual Comparison	Results under evaluation	
Use of EFSA's methodologies and tools (access, downloads, citations) ⁽⁴³⁾		TBD in Q2 2018 for 2017	N/A	N/A	N/A
Use of EFSA's tools (access, downloads, citations)		Number of registered users per model in the R4EU platform. To be calculated in 2017	N/A	N/A	N/A

5. Create an environment and culture that reflects EFSA's values

In order to foster a culture of openness, innovation, cooperation, independence and scientific excellence among its experts, partners and staff, EFSA carried out initiatives to sustain organisational performance improvements. As of January 2017, a transformation journey started in the administration department to foster the shift from a transactional to

⁽⁴³⁾ From an overall journal citation point of view, application to the citation index will take place in 2017 with metrics available in 2018.

a strategic approach. The new Business Services Department encompasses six units, with an enhanced remit, aiming at providing effective solutions for the production of trusted scientific advice via a strong partnering approach in the following areas:

- 'Global Performance Services', to drive and support in a centralised manner EFSA 2020 implementation, to reinforce business intelligence and analysis capability while promoting results-based management and budgeting as well as process enhancement and change management capabilities.
- 'Digital Transformation Services', to prepare EFSA for future risk assessment challenges by driving digitalisation of information, products, and processes, to lift capabilities in innovation and openness, and to maximise efficiency and quality by introducing shared standardised technology solutions.
- 'Legal and Assurance Services', to promote a central reference point for compliance and legal advice, risk management and audit-related activities via a streamlined and integrated management of internal control standards and assurance functions.
- 'Human Capital Services', to support an effective management of EFSA's breadth of talents (staff, experts, non-contractual contributors) via an efficient focus on competency management, strategic workforce planning, talent and performance development, and the sound management of rights and entitlements.
- 'Financial services', to foster market intelligence and strategic sourcing of suppliers, goods and services and to promote financial optimisation in a context of resources scarcity.
- 'Corporate services', to standardise and streamline transactional services.

With the overall objective to develop an environment focused at improving organisational performance and capabilities, the internal reorganisation enabled the achievement of the following outcomes:

5.1. Setting up of an accountability framework with four pillars ensuring sound operational performance and overall compliance

Decision-making

With the overall ambition of strengthening governance and accountability, the EFSA Decision-Making Framework (DMF) has been finalised and has adopted clarifying roles, responsibilities and governance structures against the EFSA Process Architecture framework. Within this context, EFSA initiated the exercise of reframing the governance process of the production of its scientific outputs and is developing a paper on the Quality of Science. The DMF will ultimately support optimisation of resources as well as foster compliance with rules and obligations. The overarching Accountability Framework will be further elaborated, with a subsequent policy, in a second phase in 2018.

Results-based management

To foster an environment focused on improving organisational performance and capabilities, EFSA's results-based management approach was enhanced with:

- The full alignment of planning and reporting activities and tools to EFSA Strategy 2020 (programming document, performance reports, annual activity report) and the definition of supporting key performance indicators (KPIs) allowing for easier monitoring of performance at all levels and regular analysis.

- The monitoring framework was further strengthened with the development of an EFSA's intervention logic and with a proposal to set up an evaluation framework. This new approach should allow systematising and standardising *ex ante* and *ex post* evaluations of outcomes, programmes and projects to foster sound performance analysis.
- EFSA's 3rd External Evaluation was initiated in the course of 2017. The Inception Report was adopted in December by the Management Board Steering Committee, the desk and field research were completed and an interim report provided. The outcomes of this exercise, including the reflections stemming from EFSA's management self-evaluation, will be available in 2018 providing useful insights for developing the post-2020 EFSA strategy cycle. Moreover, in the framework of the EFSA 2025 preparatory process which will be a key highlight of 2018, EFSA started developing in 2017 an environment-scanning and scenario-planning capacity.
- As part of the strengthening of its analytical capability, EFSA demonstrated its forecasting abilities, developing a multiannual resource outlook up to 2020 and beyond. This exercise supported a better steering of EFSA's strategic planning while informing in a relevant manner the preparatory process of the next multiannual financial framework post-2020. The analysis conducted highlighted in particular the detrimental impact of the steadily increasing share of Title I over the total budget on EFSA's operational capacities, an assessment which led to managerial action.
- The focus on performance is also shared by the Network of European Agencies, with EFSA playing a leading role in 2017. In this context were brought forward: (i) actions for the strengthening of the EUAN Performance Framework with a maturity model allowing continuous improvement, (ii) the development of a standard methodology to measure the use and benefits of shared services, (iii) the integration of the new internal control framework in agencies' planning and monitoring activities, (iv) proposals for further improvements of the programming document templates (particularly the streamlining of the planning documents), (v) approaches towards a more flexible resource allocation and management based on results. EFSA participated in the EC inter-service working group on Budget for results in October 2017 to present the agencies' achievements.
- To ensure full alignment with DG-SANTE priorities, the EFSA-EC Roadmap was re-established. In addition, in a strengthened approach of cooperation with SANTE a higher number and a larger scope of bilateral meetings (from operational to senior management) were held to cover planning, resource and prioritisation issues. This exercise allowed to showcase with concrete examples performance and resource management achievements, and to discuss possible approaches for flexible resource management and additional ways of funding in the future.

Quality and continuous improvement

To improve organisational performance and capabilities, robust management functions strengthening process performance and quality were further enhanced:

- In its journey towards continuous improvement, EFSA finalised the mapping of its 27 macro-processes and made further progress in the characterisation of its sub-processes. The enhanced EFSA Process Architecture (EPA II) should be finalised in the first semester of 2018. This important achievement will allow leveraging of performance management, to identify and streamline processes, and to further gain in efficiency with the ultimate goal to increase the customer and end-user satisfaction.
- EFSA widened its 2017 customer feedback survey to cover the whole spectrum of its activities and stakeholders. Results indicate a high level of satisfaction from all stakeholders across the five strategic objectives. A point for attention would be a slight decrease in DGSANTE satisfaction (from 95 % to 90 % between 2016 and 2017) with regard to the delivery of opinions. This concern will be addressed by a specific action in 2018 to ensure a closer alignment between risk managers needs and EFSA's staff and experts.

- In September 2017 EFSA received confirmation of its ISO 9001:2015 Quality certification. No non-conformities were spotted, and evidence of effective top management leadership and commitment was highlighted together with significant progress as regards process standardisation and change management. Recommendations for future improvements were mainly in the area of further simplification and integration of management systems, to be included in future quality plans.
- EFSA is moving towards establishing a world-class environment, obtaining in 2017 the OHSAS 18001:2007 certification stressing compliance with Occupational Health and Safety Assessment Series programmes (OSHAS), and its successful enrolment into the European Eco-Management Audit Scheme register (EMAS).

Compliance, transparency and effective management through provision of integrated assurance mechanisms

To improve organisational governance, accountability and compliance for an efficient and effective delivery of its strategic objective, the following actions were performed:

- As part of the review of the 2011 Independence Policy, a public consultation was launched in Q1 which received more than 300 comments from 209 interested parties (NGOs, industry, researchers, national competent authorities). On 21 June 2017, EFSA's Management Board adopted a new Policy on Independence which strikes a new balance between ensuring the impartiality of the professionals involved in EFSA's work and the need to attract experts. It does so inter alia by addressing the requests of the European Parliament to include a comprehensive set of 'cooling off' periods, by reinforcing the transparency measures linked to independence-related operations and by confirming key aspects of the system in place, such as a multi-layered scrutiny of declarations of interest submitted by relevant individuals.
- In October 2017, EFSA adopted new rules on competing interest management, which will replace those issued in 2014, detail how EFSA will implement the Policy in practice and provide guidance to scientific experts and others on how to declare relevant interests and how they will be assessed by EFSA to prevent conflicts.
- The rules also outline the enforcement measures EFSA will take in case the rules are breached and how transparency will be ensured throughout the process. On 20 October 2017, the Executive Director signed off the new decision on competing interest management, implementing the high level vision set out in EFSA Strategy 2020 and in the Independence Policy. The new rules clarify the applicable procedures, standards and criteria to prevent conflicts of interest and to manage other competing interests, enhance the enforcement tools available to the Authority, and increase the transparency levels applied in the context of independence-related operations.
- Within the centralised interest management function, EFSA invested in guidance and dedicated training for staff and experts to ensure coherent application of rules. Internal communication and sharing of best practices were enhanced with the creation of a one-stop shop intranet portal. In the context of the Talent Management Project under the Expertise Management Programme, a new technological solution based on Appian software was adopted with the aim of improving the performances of the Dol tool and assure its long-term sustainability.
- Accountability and compliance with a regulatory framework ensuring the legality of EFSA's operations were confirmed with the continuous legal and regulatory services, the advisory role on data protection, the management of pre-litigations and PAD obligations (244 requests processed in 2017) and of six court cases were processed. The achievements of the centralised interest management function (with 2 196 ADOIs of experts processed) and the implementation of EFSA's anti-fraud strategy are also to be noted.
- As part of the Implementing Rules on Article 110 of the Staff Regulations, decisions on prevention of psychological and sexual harassment, promotion of officials

and reclassification of temporary agents and contract agents were developed and adopted by EFSA's Management Board on 21 June 2017.

- Within the EFSA Accountability Framework, the management of EFSA's assurance functions has been further specified with the definition of 10 assurance pillars, which are specifically reported against an annual assurance report and in the progress reports submitted to Management Board approval three times a year. Further details on the 10 assurance pillars, encompassing also internal control standards and risk management are reported in the assurance section of this report (Section III).
- Efficient management of treasury, inventory and accounts was confirmed by the Court of Auditors, and EFSA received an unqualified opinion on its 2016 provisional accounts, stating their reliability and compliance with financial and accounting rules.
- The 2015 Budget Discharge was issued by the European Parliament with no major issues, as should be the case for the 2016 exercise.
- Excellent financial performance was observed at year-end, with best-ever indicators in terms of commitment and payment rates, as reflected in the budget and financial management section of this report (Section II).

5.2. Efficient talent management and development supporting a culture of performance and accountability

- To foster expert attraction and to enable strategic workforce planning for experts and staff, specific efforts were deployed through the Expertise Management Programme (EMP) as described under the subsequent section in SO3.
- The effective management of the establishment plan/contract agent envelope as well as the timeliness of recruitment procedures led to an occupancy rate of 97.5 % (against the target 95.5 %). Seven temporary posts were suppressed in line with EC requirements.
- To promote EFSA's branding and the visibility of career opportunities, all EFSA's vacancies were efficiently disseminated via EPSO, LinkedIn and Research Gate, and additional channels such as Euroscience Jobs, Nature Jobs or Academic positions, enabling the registration of 48 600 subscribers for EFSA jobs and over 29 000 followers on LinkedIn as of December 2017. A new traineeship call has also been launched and concluded with around 2 000 applications received.
- In terms of talent development, EFSA aligned its Learning & Development Strategy to EFSA 2020 objectives and continued investing in learning with 207 internal sessions organised at year-end vs 156 in 2016. Overall, 3 050 staff, experts and trainees were trained in 2017 vs 1 785 in 2016.
- Dedicated efforts were made to strengthen leadership and managerial competences with a tailor-made management development programme focusing this year on the dimensions of collaboration and management of ambiguity and complexity and the establishment of a managerial pipeline. A lead expert profile in scientific areas was also established, marking an important step in developing a career path for non-managerial scientific staff.
- The 2017 Staff Engagement Survey conducted in November displayed excellent results with a 78 % engagement index (vs 76 % in 2015), an overall favourable rate of 66 % (vs 63 % in 2015) and a response rate of 80 % (vs 64 % in 2015). The highest-scoring questions suggest that staff perceive themselves very favourably and positively when asked to self-reflect on their effort and commitment. The lowest ones pertain to the perception vis-à-vis organisational changes and the objectivity and transparency of the decision-making process. The results reveal that all dimensions but three (accountability, resilience and adaptability) have increased compared to 2015, with the highest improvement in the leadership dimension, followed by diversity, respect and communication. Despite positive movements, leadership and communication still represent areas where additional improvements could be made.

5.3. World-class environment enabling the achievement of EFSA's strategic capabilities

- A world-class IT to enable the achievement of EFSA's strategic objectives was ascertained according to metrics on service delivery and end-user satisfaction (respectively 89 % and 94 %) which exceeded target. Service owners' satisfaction at 65 % was also above target while the middle management satisfaction remained below the target of 80 % due mainly to project satisfaction. Further improvements linked to enhancement of project ownership and change management is expected for 2018.
- In the area of corporate services, further initiatives to streamline transactional processes were achieved with the completion of the staff missions centralisation process in June and the development of a new travel model for EFSA experts to be concluded during 2018.
- Enhanced physical security measures were implemented and achieved in the course of 2017. The entrance of the underground parking spaces, being recognised as the last weak area of the EFSA premises, was secured.
- Complementing the social media project, 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. In 2017, the project was kicked off, the platform has been set up and four pilot activities have been launched to validate and confirm the expected benefits.

5.4. EFSA as Chair of the EU Agencies Network (EUAN) in 2017

As of March 2017, and for 1 year, EFSA has chaired the Network of EU Agencies, coordinating key activities and achievements that are listed below.

- EFSA prepared and conducted the Network Plenary meeting, held in EFSA in July 2017 and attended by high-level representatives from EU institutions, and also extensively worked on the preparation of the second meeting that will take place in Brussels in February 2018. The main topics discussed in the July meeting were (i) the challenges faced by the Union and their possible impact on the EU agencies, with particular focus on the resources; (ii) the agencies input in legislative and financial processes (general financial regulation issues, multiannual financial framework, budget, discharge, Staff Regulation Implementing Rules); (iii) the sharing of capabilities in HR management and various initiatives related to sharing services among the EU agencies, promoting their work and disseminating best practices.
- The Authority provided strategic input to the EU institutions via 'high-level meetings' such as the Inter-institutional Working Group on Agencies, hearings, events, meetings with the European Commission services and meetings at the European Parliament and Council. The messages conveyed during such meetings particularly focused on: (i) debating the validity of the rigid/global approaches recently applied to control agencies staff; (ii) sponsoring a new performance-based approach for the agencies management of resources; (iii) promoting the recourse to additional sources of funding.
- The establishment of the EUAN Shared Support Office in Brussels that is a useful way to facilitate internal and external efficiencies for the EU agencies and EU institutions. The office will open in March 2018 and will support the chairing agency to coordinate the future activities.
- The handover to the upcoming Chairmanships by Frontex and ECDC will start on 1 March and 1 September 2018.

Highlights from EUAN-Sub-network/thematic work

- The new EU Agencies Procurement Officers Sub-network (NAPO) was established to promote joint procurements with the objective of generating efficiencies and economies of scale for the EU agencies, thus saving EU taxpayers' money. This potential has already been assessed with four joint calls generating an estimated benefit of EUR 10.6 million.
- The Performance Development Sub-network (PDN) has developed: (i) a maturity model within the EUAN performance development framework; (ii) a methodology to measure the global benefit of the EUAN shared services; (iii) a revised template of the programming document; and (iv) an update of the KPIs catalogue.
- The EUAN coordination has further promoted sharing of services between the Network members and the European Commission. An inter-agencies job advertisement board, collecting vacancy notices from the Network, has been created and the roadmap to implement the Commission HR tool 'SYSPER' in 26 agencies (including EFSA) has been agreed.
- A dedicated working group (chaired by EFSA) has coordinated agencies' input on the revision of the financial framework regulation (FFR). The areas for revision have been grouped in seven blocks and the Network of Agencies position on carry-overs, Single Programming Document (SPD) and Consolidated Annual Activity Report (CAAR) has been gathered.
- A working group led by EFSA and including the EU agencies ACER, EASA, ECHA, eu-LISA, ERA, ESMA and Eurofound drafted the document '*EU Agencies' funding, looking forward*' aimed at contributing to the preparation of the multiannual financial framework (2020-2026) proposal by the Commission (currently underway) and the specialised committees at EP and Council.

5.5. Institutional relations

As part of EFSA's institutional engagement plan for 2017, EFSA continued its regular meetings with DG Health and Food Safety senior management (May and November, in Brussels and Parma respectively). The Executive Director met the DG SANTE Director-General and Members of Commissioner Andriukaitis's Cabinet during the year.

Interactions with the European Parliament increased notably during 2017, with the first-time hearing of the Executive Director in front of the AGRI Committee, the annual exchange of views with the ENVI Committee, participation of EFSA senior management and scientific staff at various meetings invited by the EP (AMR, novel foods, processed oils, bee health, acrylamide, glyphosate, independence policy, GMOs and environmental risk assessment, EU agencies value, data standardisation). President of the European Parliament, Antonio Tajani, a delegation of the ENVI Committee, a delegation of Socialist and Democrat (S&D) MEPS from the ENVI and AGRI Committees visited EFSA during the last quarter of the year. With the support of the EP Intergroup on Apiculture, EFSA organised a 2-day scientific symposium on bee health during the European Bee Week in June.

5.6. Information management programme

Information governance

In 2017, a corporate Information Governance Framework was established. The monitoring of the maturity level of information management at EFSA is now embedded in the newly established EFSA Decision Making Framework. Information Management — as a process — is one pillar of the newly established Assurance Council, against which reporting will be made on a biannual basis.

Correspondence and record management

A new correspondence management workflow fully embedded in EFSA's Document and Record Management tool (i.e. DMS) was delivered. A new policy was drafted which will be piloted and approved in 2018 together with retention and archiving rules for both paper and electronic records.

New World of Work

A project aiming at radically changing the way EFSA staff and experts work and collaborate has been kicked off in Q4. Via new IT services and devices, new collaborative spaces and evolution of meeting rooms, this initiative promotes personal and group productivity while ensuring location-independent participation.

5.7. Performance indicators

Outputs indicators

Indicators available to monitor performance in this area are presented in Tables 15-17 below and a summary status report for the key projects under strategic objective 5 is presented in Annex III. Overall the performance exceeds expectations with some deviations described below.

While the compliance to independence policy indicator on approved annual DOIs is on track, a deviation from the target is observed for the approved specific DOIs (99.8 %) due to a non-compliance. Additional control procedures are in place (veracity and compliance check) to guarantee a continuous surveillance on the compliance to the independence policy.

No deviations are observed regarding the financial performance, which is analysed in detail in section 2 of this report.

A world-class IT to enable the achievement of EFSA's strategic objectives is ascertained according to metrics on service delivery and end-user satisfaction (respectively 89 % and 94 %) which exceeded target in 2017. Further efforts in enhancement of project ownership are needed to improve the indicator on 'transformation performance' (linked to development project execution).

Table 15. Activity and output indicators for SO5

ACTIVITY — OUTPUT INDICATORS				
Indicator	Executed 2016	Target 2017	Executed 2017	Status
Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100 %	100 %	100 %	🟢
Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100 %	100 %	99.8 %	🟢
Proportion of original budget committed/paid at year end — differentiated	105 % ⁽⁴⁴⁾	100 %	94.1 % 94.7 %	🟢
Proportion of original budget committed/paid at year end — non-differentiated	n/a ⁽⁴⁵⁾	100 %/ 90 %	100.9 %/ 91.9 %	🟢
Proportion of original science grants and procurement budget committed/paid at year end	105 %/ 105 %	100 %	103.6 %/ 104.9 %	🟢
Carry-forward of payments to following year ⁽⁴⁶⁾	11.8 %	10 %	8.9 %	🟡
Service delivery index ⁽⁴⁷⁾	73 %	77 %	89 %	🟡
Transformation performance index (development project execution index) ⁽⁴⁸⁾	63 %	78 %	64 %	🟡

Outcome indicators

In the area of activities related to people management and culture development, the 'Staff engagement' indicator is on target, providing reassuring measurement of EFSA's people engagement and willingness to work in the EFSA environment. In the same direction also the feedback received through the survey foreseen in the following indicator "management and leadership index", which is on target together with the average occupancy rate for the reporting period January-December 2017, at 97.5 %.

The compliance index is overall within the annual target while the respective financial impact of the non-compliance is far below the limit.

Regarding the enabling work environment and the use of innovative collaboration methods supported by world-class IT tools the proportion of tele-meetings over total meetings exceeded the annual target of 20 %.

⁽⁴⁴⁾ Programming document 2017-2019 figures are draft; figures reported in this document are final.




⁽⁴⁵⁾ Performance indicator not available in 2016; global commitment and payment execution (differentiated non-differentiated credits) were 100.0 % and 89.7 % respectively.






⁽⁴⁶⁾ Non-differentiated credits.

⁽⁴⁷⁾ IT services are measured in this index (perfect services: % of services which consistently achieve or overachieve their targeted SLAs).

⁽⁴⁸⁾ Based on selected projects.

Table 16. Outcome indicators for SO5

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: People and culture					
Staff engagement index via feedback survey (based on bi-annual survey — inter-agency framework)	Total favourable/engagement (%)	63 % (2015) 76 % (2015)	> 62 % > 75 %	66 % 78 %	
	Organisational awareness/commitment	TBD	TBD	75 %	N/A
	Intention to stay (%)	45 (2013)	45/50	Deleted due to overlaps with other indicators	N/A
Management and leadership index	Management feedback survey (a) Line management (b) Leadership (c) Overall satisfaction	(a) 69 % (b) 46 % (c) 60 %	(a) 70 % (b) 55 % (c) 70 %	(a) 71 % (b) 53 % (c) Deleted due to overlaps with other indicators	
	Occupancy rate (%) Statutory staff year average	95 %	> 95.5	97.5	
	Competence management maturity level	TBD in 2018 via: (a) Feedback of participants in Manager's development (MD) programme 2017 (b) EFSA's compliance with European skills/competences and occupations 2017	N/A	N/A	N/A

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Outcome: Compliance					
Compliance index (to laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of exception requests	90	< 90	71	
	Number of non-compliant events	< 25	< 25	19	
	Exception requests financial impact	EUR 150 K (2015)	< EUR 150 000	EUR 114 198	
	Percentage of compliance with internal control standards (ICS)	80 (2015)	85	TBC in Q1 2018	N/A
	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser) ⁽⁴⁹⁾	0;4 (2016)	0;< 5	2	
Outcome: Enabling work environment					
Innovative collaboration methods supported by world-class IT tools ⁽⁵⁰⁾	% of tele-meetings (experts and networks) over total meetings (tele-meetings + physical meetings) ⁽⁵¹⁾		15/85	20 %	20.3 % 
Outcome: Capabilities					
Performance-based management maturity level	Level of maturity based on the EUAN performance framework maturity model		Between stages 2 and 3;	TBD	N/A N/A
World-class IT maturity level (PEMM model) ⁽⁵²⁾	Level of maturity based on the PEMM model		Established in 2018: 1.7	N/A	1.7 N/A

Intermediate indicators

The long-term impact of EFSA's continuous effort to put in practise EFSA's values, and to ensure delivery of strategic objectives 1-4 by optimising available resources is measured by two indicators: sound operational performance indicator and the efficiency indicator.

Efficiency is partially defined. The indicator measured for the year 2017 'improved ratio of effort (FTE) spent in operational vs support activities' (Table 17) is on track.

⁽⁴⁹⁾ Outcome will be part of the 2017 assurance report.

⁽⁵⁰⁾ The sub-indicator 'Physical meetings (staff)' is deleted.

⁽⁵¹⁾ Update of the indicator: 'Ratio of physical meetings vs tele-meetings (experts and networks)'.

⁽⁵²⁾ It was decided to opt for the PEMM instead of the COBIT model as the most appropriate for EFSA and as it can be applied eventually also to other processes.

Table 17. Intermediate impact indicators for SO5⁵³⁵⁴⁵⁵⁵⁶⁵⁷⁵⁸

KPI	Indicator	Baseline	Target 2017	Executed 2017	Status
Intermediary impact: Sound operational performance					
Proportion of KPIs of the programming documents (intermediate impact; outcome; output) reaching target	Proportion of KPIs of the programming documents reaching target — intermediate impact ⁽⁵³⁾	TBD in 2017	80 %	71 %	🌟
	Proportion of KPIs of the programming documents reaching target — outcome ⁽⁵⁴⁾	TBD in 2017	90 %	100 %	🌟
	Proportion of KPIs of the programming documents reaching target — output ⁽⁵⁵⁾	TBD in 2017	100 %	73.5 %	🌟
Clean discharge achieved	Accounts are closed ⁽⁵⁶⁾	Yes	Yes	Yes	🌟
	Discharge is granted ⁽⁵⁷⁾	Yes	Yes	Yes	🌟
	Observations are followed up within the prescribed deadlines ⁽⁵⁸⁾	100 %	100 %	100 %	🌟
Intermediary impact: Efficiency					
Improved ratio of effort (FTE) spent in operational vs support activities		2016: 73.5:26.5	> 75:25	73.4:26.6	🌟
Efficiency index in EFSA's activities	Mature processes: improved index (ratio of output and/or quality/ satisfaction vs input)	N/A	TBD in 2018	N/A	N/A
	Process maturity index: % of standardised vs total processes	N/A	TBD in 2018	N/A	N/A
	Projects improved index delivery on budget, on time, in scope or better)	N/A	TBD in 2017	76.8 %	N/A

⁽⁵³⁾ Indicator takes into account only those intermediary impact KPIs that are already fully defined.⁽⁵⁴⁾ Indicator takes into account only those outcome KPIs that are already fully defined.⁽⁵⁵⁾ Indicator takes into account only those output KPIs that are already fully defined.⁽⁵⁶⁾ Touch and go. On-track banking services.⁽⁵⁷⁾ Achievement relative to 2015 data.⁽⁵⁸⁾ Successful exercise — very positive outcome from the European Parliament.

Section II – Management of resources

1. Budget and financial management

1.1. Budget and financial management

In 2017, EFSA achieved 99.98 % of commitment execution, continuing the trend of the last years reaching almost 100 % execution. The payment execution (92.31 %) was the best execution achieved so far by EFSA. It reduced the non-differentiated credits carry forward to 8.9 %, 1.1 % below the maximum rate set in EFSA's corporate targets.

Financial resources

Out of a total of EUR 79.22 million of commitment appropriations, EUR 79.21 million (99.98 %) have been utilised for budgetary commitments. Interests generated in the bank account (EUR 21 545.31) became a part of EFSA general budget and were allocated to the building acquisition. A grant agreement for an amount of EUR 0.32 million has been signed between EFSA and DG Neighbourhood and Enlargement Negotiations for the implementation of cooperation activities with pre-accession countries. In addition, a grant contract of EUR 0.02 million has been signed with the Food and Agriculture Organisation funding cooperation project in the field of risk assessment of genetically modified organisms, becoming part of EFSA's revenue.

The main expenditure drivers were staff cost (EUR 41.97 million), scientific cooperation (EUR 9.83 million), information technology (EUR 8.12 million) and scientific meetings (EUR 8.05 million).

Out of a total of EUR 80.45 million of payment appropriations, EUR 74.26 million or 92.31 % were paid. Out of this amount EUR 41.40 million were paid for staff cost, followed by scientific cooperation (EUR 11.28 million) and scientific meetings (EUR 7.86 million).

Out of a total of 91 debit notes issued in 2017, 88 were recovered for an amount of EUR 81.1 million. This amount includes the EU budget contribution (EUR 80.4 million). Four debit notes remained open at the end of the year for a total amount of EUR 0.03 million. One of these, for a sum of EUR 0.02 million, was issued in previous years and is in litigation at the Court.

Details on budget execution can be found in Annex 2.

Budget transfers

Increase in salary cost was the main driver of transfers in Title I. Missing budgetary resources for EUR 0.59 million have been covered within the title from training cost, reducing the occupancy rate of visiting experts, missions and translations.

In Title II, the transfer of resources was mainly directed to building acquisition (EUR 0.24 million), absorbing, in addition to bank interests of EUR 0.02 million, also EUR 0.08 million remaining in Title I at the end of the year.

In Title III, the appropriations have been transferred mainly from (i) multiannual IT projects (EUR 0.97 million) and (ii) risk communication (EUR 0.31 million) into operational development and control (EUR 0.65 million), IT systems (EUR 0.48 million) and scientific cooperation (EUR 0.34 million).

1.2. Human resources management

On 31 December 2017, 447 of the available 463 posts were occupied (including officials, temporary agents, contract agents and seconded national experts).

With specific reference to statutory staff (officials, temporary agents and contract agents), the posts occupied on 31 December were 434 of the available 448 (96.9 %) while the January-December average occupancy rate was 97.5 % vs the yearly target of > 95.5 % (on average, about 436.8 of the available 448 posts were occupied). A total of 28 statutory staff members were recruited with start date in 2017 of which 14 were temporary agents and 14 contract agents.

Seven temporary agent posts were suppressed, in line with European Commission requirements.

Table 18. Human resource overview

Human resources	2016	2017	2017
	Budget request	budget request	reported period
Temporary agents and officials executives, managers and officers (AD)	230	227	208
Temporary agents and officials assistant functions (AST)	100	96	103
Total	330	323	311
Contract agents officer functions (CA FGIV)	75	90	94
Contract agents assistant functions (CA FG I, II, III)	50	35	29
TOTAL	125	125	123
Seconded national experts	15	15	13
TOTAL STAFF ALL CATEGORIES	470	463	447

FTEs and budget indicators

In terms of resources, a moderate deviation in the human resources invested per year is observed in the activities related to strategic objective 1. The budget reduction, around 10 %, is mainly due to a lower share of allocated staff and infrastructure costs.

The resources invested in strategic objective 2 and 4 are in line with the initial plan; FTEs allocated to strategic objective 3 are slightly higher than initially planned due to extra effort spent on international cooperation, on the organisation of the third EFSA scientific conference that will take place in 2018 and in the renewal of the scientific panels.

With regard to strategic objective 5 the absolute value of resources is higher than the initial plan. This is mainly due to the activities related to the Network of Agencies chairmanship, the centralisation of some activities such as the mission organisation under the BuS department and an increase of resources invested in development projects like Digital collaboration, External Talent Pool and Attraction Package, Strategic Competencies Analysis, all aiming at improving the operational efficiency of the core processes.

The budget of strategic objective 5 is increased compared to the initial plan due to the bigger share of staff and infrastructure costs allocated.

Table 19. Input indicators for SO1 (FTEs and Budget as full cost of all Titles)

Input Indicators			
	Resources invested per year	Target 2017	Executed 2017
Total SO1	FTEs	198	194
	Budget (M, €)	32.63	29,12
Scientific general risk assessment			
Input sub-indicator	FTEs	43	47
	Budget (M, €)	8.70	9.29
Scientific regulated products evaluation			
Input sub-indicator	FTEs	122	116
	Budget (M, €)	18.71	16.03
Communication and engagement			
Input sub-indicator	FTEs	32	31
	Budget (M, €)	5.22	3.80

Table 20. Input indicators for SO2 (FTEs and Budget as full cost of all Titles)

Input Indicators			
	Resources invested per year	Target 2017	Executed 2017
Total SO2	FTEs	24	23
	Budget (M, €)	4.64	4.95

Table 21. Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

Input Indicators			
	Resources invested per year	Target 2017	Executed 2017
Total SO3	FTEs	37	32
	Budget (M, €)	8.67	8.75

Table 22. Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

Input Indicators			
	Resources invested per year	Target 2017	Executed 2017
Total SO4	FTEs	35	35
	Budget (M, €)	8.77	8.58

Table 23. Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

Input Indicator			
	Resources invested per year	Target 2017	Executed 2017
Total SO5	FTEs	162	172
	Budget (M, €)	24.50	27.81

Section III — Assurance

1. Assessment of audit results

The European Court of Auditors conducted its annual audit of the Authority's 2016 accounts, and adopted its report on 17 October 2017. In the report, ECA expressed the following opinions:

- *Opinion on the reliability of the accounts*

In the Court's opinion, the Authority's annual accounts present fairly, in all material respects, its financial position as of 31 December 2016 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its financial regulation and the accounting rules adopted by the Commission's accounting officer.

- *Opinion on the legality and regularity of the transactions underlying the accounts*

In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2016 are legal and regular in all material respects.

Internal Audit Service (IAS)

The work of the IAS is based on a Strategic Internal Audit plan that originates from an in-depth risk assessment. The purpose of the exercise is to review all processes to constitute risk-based plans and determine the priorities of the internal audit activity. In 2017 the IAS performed the risk assessment, whereby the IT Business Continuity process and, more in particular, the IT Disaster Recovery sub-process was identified as the only process where controls needed to be further improved. The related action plan for the Business Continuity Project will be fully implemented by mid-2018. The Strategic Internal Audit 2018-2020 was presented to the EFSA Audit Committee in December 2017.

The final report on Evaluation of Regulated Products: 'Assessment' Phase in Pesticides Authorisation was received on 13 June 2017. The objective of the audit was to assess the adequacy, efficiency and effectiveness of the internal control system with regard to the process leading to the assessment and delivery of conclusions/opinions in the pesticides field, including the production of the Annual Report on Pesticides Residue in the EU.

The auditors concluded that the audited process is generally capable of delivering the scientific outputs in the pesticides field in accordance with the applicable legislation. Two very important observations were identified on the Internal Rules on Declarations of Interest and the Preparation of the Annual Report on Pesticides Residues in the EU.

2. Management assurance | 10 assurance pillars

Within the EFSA Accountability Framework, the governance for EFSA's assurance is organised and integrated into the following 10 assurance pillars to provide a holistic and integrated view on the activities and outcomes of assurance in EFSA.

- Audit management; follow-up of audit recommendations and action plans (2.1)
- Financial reporting; budget implementation, accounts and discharge (2.2)
- Internal control (2.3)
- Risk management and anti-fraud strategy (2.4)
- Legality and regularity compliance (2.5)
- Information management (2.6)
- Evaluation (2.7)
- Quality certification (2.8)
- Security and business continuity (2.9)
- Health and safety (2.10)

2.1. Audit management; follow-up of recommendations and action plans

At the end of 2017, with the full implementation of the action plans for seven very important recommendations, no critical and three very important audit recommendations stemming from audits carried out in 2016 and 2017 were still open. They concerned the following audit observations from the 2017 IAS audit report on Evaluation of Regulated Products: 'Assessment' Phase in Pesticides Authorisation on the review of the Internal Rules on Declaration of Conflict of Interest and the improvement on the preparation of the Annual Report on Pesticides Residues; all of them within the agreed timelines with IAS and one audit observation on the disclosure and transparency of the scientific decision-making process from the 2016 IAC Audit Report on the Role of the Expert in the Scientific Decision-Making process; planned for full implementation in March 2018.

2.2. Financial reporting, budget implementation, accounts and discharge

On 27 April 2017, the European Parliament (EP) granted to EFSA the Discharge in respect of the implementation of the budget for the financial year 2015. This is the final approval of the budget implementation and the closure of the accounts for 2015. Regarding the observations made by the European Parliament in the Discharge 2015 with respect to some aspects of EFSA's financial and administrative management, EFSA has informed the European Parliament that the majority of the 2015 recommendations have been implemented, and the remaining are in the process of being completed.

2.3. Internal control

The revised EFSA Internal Control Framework, based on the equivalent Internal Control Management System laid down by the European Commission, was adopted by EFSA's Management Board in December 2017. The Internal Control Framework consists of five internal control components and 17 principles based on the COSO Internal Control Integrated Framework. During the course of 2017 the internal control monitoring criteria of EFSA were defined and internal control indicators were set and included in the EFSA

programming documents to ensure an adequate assessment of the presence and functioning of all internal control principles. The assessment performed for the reported year concluded that, overall, all internal control components were present and functioning. Measures will be taken to further improve (i) the risk assessment component at processes level with the completion of the EFSA Process Architecture (EPA) and the alignment of process, project and programme methodology with risk management; (ii) the control activities component with full implementation of the Disaster Recovery Plan for the Business Continuity Project.

2.4. Risk management and anti-fraud strategy

The design of the risk management process was revised to further align and integrate the risk management methodology used in EFSA at process, project, programme and corporate level. All risks will be classified according to the COSO risk typology to facilitate the identification of the risks and to help ensure that all risks are covered and therefore providing a consistent basis for analysis across EFSA. A shared risk register template and a corporate risk and control matrix were developed to harmonise the identification, analysis and monitoring of critical and cross-cutting risks. The full benefits of this revised risk management process design will materialise in terms of further improvement and harmonisation of methodology, tools, and monitoring in 2018.

EFSA developed its Anti-Fraud Strategy, following an internal risk assessment carried out in accordance with the European Anti-Fraud Office methodology and guidance. EFSA fully implemented the action plan included in the Anti-Fraud Strategy. During the reporting year, EFSA did not have to transmit or follow up on any suspicions of fraud cases to OLAF.

2.5. Legality and regularity compliance

In accordance with the Internal Control Principle 12, EFSA has implemented a process for the management and control of exceptions, including the identification of corrective and/or preventive actions related to non-conformities. To ensure traceability, the deviations from all applicable rules and regulations are documented in an exception request, which is registered in a dedicated exceptions register. At year end there were 90 recorded deviations, nearly 79 % of the recorded deviations concerned exception requests approved *ex ante*, whereas 21 % concerned non-conformities noted *ex post*. The financial value of the deviations amounted to EUR 114 198. Neither the number nor the amount or nature of the recorded deviations is a matter of concern for the organisation.

Conflict of interest and veracity checks

In the reference year, EFSA continued performing compliance and veracity checks on a random sample of the assessment and validation processes of declarations of interests (DoI) submitted by experts participating in the Scientific Committee, scientific panels, working group meetings and peer review meetings. The two compliance checks revealed that, for 28 out of the 30 cases selected, the procedure for the screening of Annual Declarations of Interest (ADoI), Specific Declarations of Interest (SDoI) and Oral Declarations of Interest was in line with the applicable rules. In one case, an expert failed to declare a past employment activity that ended in the 5 years preceding the day of submission of the ADoI. As a result, the expert submitted an updated ADoI, which was screened by EFSA as not leading to the identification of a conflict of interest. For the second case, one expert SDoI and ODoI was found to be missing from the records. A non-conformity was recorded for the non-compliance, and awareness of the concerned staff members was increased to reduce the risk that the same omission is repeated in the future. The veracity check demonstrated that the ADoIs of 25 out of 30 experts were in line with EFSA's DoI Rules, while in five cases, omissions were identified. Four of the concerned experts submitted an updated ADoI including the missing information. In the resulting screening of the update DoIs, EFSA concluded that the omissions were of

a minor nature and not resulting into a conflict of interest. Failure by an expert to comply with the request resulted in the expert being prevented from participating in meetings of the scientific group until such update is provided and the ADol is validated by EFSA.

2.6. Information management

Information security

EFSA is actively committed to safeguarding the confidentiality, integrity and availability of all information that it manages, to ensure that regulatory, operational and contractual requirements are fulfilled. In 2017, EFSA introduced a centralised access management tool, improved protection against malware, provided training on cloud security considerations and started the roll-out of a mandatory training on information security to all staff.

Data protection

The General Data Protection Regulation (EU) 2016/679 (GDPR) will become applicable to all EU Member States from May 2018. Rules and principles on personal data protection applicable to EU institutions including EFSA shall be aligned with the GDPR. The Commission proposal for the new data protection regulation for the EU institutions was presented on 10 January 2017 and is still in the legislative process. The new data protection regulation brings some novelties and the realisation of data protection principles. Personal data processing will be subject to higher standards of compliance. In 2017, the EFSA Data Protection Officer performed a compliance check of several 'off-the-shelf' cloud computing solutions envisaged in the context of specific EFSA projects. The compliance check usually happens *ex ante*, applying a risk-based approach and resulting in the adjustment or amendment of standard terms and conditions applied by cloud service providers before signature and/or privacy configurations of the tool. Contributions from a data protection point of view in the preparation and drafting of various EFSA policies and projects were provided. Awareness-raising sessions on the new data protection legal framework were initiated in 2017 and will continue in 2018. In November 2017, the European Data Protection Supervisor (EDPS) performed an inspection at EFSA focusing on anti-harassment informal procedures, video-surveillance and data subjects' rights. The conclusions of this EDPA inspection will be made available in 2018.

2.7. Evaluation

Evaluations refer to a wide range of activities assessing EFSA's performance in reaching its policy, operational and financial objectives. They include activities that focus on the reporting on specific aspects of the performance of the organisation, its programmes and projects.

At programme level no development programmes closed and no programme evaluations were done. The activities of the Project Coordination Office were regularly executed over the year granting *ex ante* evaluation of all EFSA projects in line with the internal procedures. With regard to the *ex post* evaluation of projects, they are self-assessed through retrospective evaluation questionnaires covering the minimum evaluation criteria ⁽⁵⁹⁾.

At the end of 2017, the *ex post* evaluation of the STEP 2018 project has been outsourced and the results will be available in June 2018. Out of the total 13 closed projects, 12 retrospective self assessments were completed highlighting that the evaluation criteria set on effectiveness, efficiency, relevance, coherence and added value were met.

As mentioned in Section I, the EFSA external evaluation was initiated in 2017. The results of the external evaluation of EFSA will become available in 2018 and will provide insights and learning to further improve also in the evaluation context.

⁽⁵⁹⁾ Efficiency, efficacy, coherence, relevance and added value.

2.8. Quality certification

In November 2016, EFSA obtained the ISO 9001:2015 certification of the Quality Management System attesting EFSA's ability to consistently produce services that meet EFSA's customers' requirements and foster a culture of continuous improvement. In 2017, EFSA further improved document control and harmonisation, traceability of internal unit documents against Quality Management System document structure, development of the EFSA Process Architecture, dissemination of risk-based thinking and broadening of the concept of non-conformity.

The 2017 ISO 9001:2015 surveillance audit confirmed the certification of Quality Management System. The ISO audit report concluded that EFSA's QMS is robust and fit for purpose. The following improvement actions will be addressed in 2018: Reviewing the ISO Internal Audit programme by providing references to the individual clauses of the standard that are addressed, streamline the design of new working instructions, consider reviewing the administrative guidance for applicants and to systematically monitor the outcome of improvement actions.

2.9. Security and business continuity

EFSA's approach on security is established upon the concept that the external and internal environments of the Agency are designed and managed to create conditions that shall reduce the risk of harm against its staff, its tangible and intangible assets.

EFSA's Business Continuity is to maintain the continuity of its activity, systems, facilities and processes and where these are disrupted by an event to enable it to return to 'normal' operations as soon as possible, taking fully into account the impact of any delay on the EFSA's quality of service, reputation and budget. EFSA's business continuity plan is based on a business impact analysis and used by trained staff to ensure that EFSA is able to continue working to the extent possible in case of a major disruption. EFSA completed a new Business Impact Analysis and the Disaster Recovery systems replicated in the remote site will be tested and implemented by mid-2018.

2.10. Health and safety

EFSA is committed to establish and continuously promote a sound management system that aims at ensuring a healthy and safe work environment and a sustainable business. The first part of the programme was concluded in 2017 with the establishment of an Eco-Management System compliant with the main international standards in the field of environmental protection allowing EFSA to achieve the ISO 14001:2004 certification and the EMAS registration. Further to the external certification audit performed end-2017 EFSA has officially received the BS-OHSAS 18001:2007 certification attesting the compliance of its Health and Safety Management System with the international standard and with the regulation in the field of health and safety at work.

Declaration of assurance

I, the undersigned, Executive Director of the European Food Safety Authority,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal such as the Assurance report, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration, and the reasonable assurance provided by the EFSA Accounting Officer regarding the reliability of the 2017 EFSA Provisional Accounts.

Confirm that I am not aware of anything not reported here that could harm the interests of the Agency.

Parma, 9 March 2018

Bernhard Url



Management Board assessment

The Management Board,

- having regard to Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002
- having regard to the Financial Regulation applicable to the budget of the European Food Safety Authority and in particular Article 47 thereof,
- having regard to the EFSA Strategy 2020 adopted by the Management Board in March 2016,
- having regard to the 2017-2019 Programming Document of the Authority adopted by the Management Board in December 2016,

1. Welcomes a second year of implementation of the Strategy.
2. Appreciates the important efforts made to improve risk managers satisfaction with fit for purpose, timely and independent scientific advice and communication activities while maximising the use of the limited resources.
3. Acknowledges the initiatives carried out to prioritise stakeholder's engagement in the scientific assessment processes and guarantee access to data and information to promote transparency.
4. Acknowledges the achievements to support the applicants in the area of regulated products evaluation and all the guidance documents produced.
5. Notes the very good productivity of the Authority in the finalization of 779 scientific questions.
6. Welcomes all the initiatives in the field of antimicrobial resistance, such as, to quote one among many: the second *Joint Interagency Antimicrobial Consumption and Resistance Analysis* report released in close collaboration with EMA and ECDC.
7. Welcomes the assistance provided by EFSA to the Commission and Member States in dealing with animal diseases outbreaks such as the African swine fever, lumpy skin disease and avian influenza.
8. Notes the difficulties in the attempt to absorb the MRL backlog and in reaching the targets in the Pesticides and feed additives areas and calls for a focused and flexible resource management to address these priority areas, as well as other that may face similar bottlenecks in the future.
9. Appreciates the efforts made towards preparedness, particularly the progress made in the area of plant health, and takes note of the resource challenges which lead in the application

of negative priorities in this area potentially slowing down EFSA's achievement of strategic targets.

10. Appreciates and calls for a further strengthening of the cooperation and networking initiatives carried out by the Authority to foster and make the best use in a shared manner of available EU-wide expertise and to ensure that the scientific work is supported by the appropriate outreach tools to engage with the relevant audience.

11. Welcomes the transformation journey of the resources and support department towards business services that shifted from a transactional to a strategic approach in order to foster a culture of openness, innovation, cooperation, independence and scientific excellence among its experts, staff and partners and to ensure organisational performance.

12. Notes the excellent compliance, highlighting the adoption and application of the new Independence Policy and its implementing decisions and appreciates the budget management outcome with 100% of resources consumed and all the initiatives aimed at achieving budget and human resources efficiency and fully supports the Agency's calls for the provision of the necessary resources to fulfil its mandate.

Annex I. Resource allocation per strategic objective

1. Financial resources per strategic objective

Table 24. Budget allocations per strategic objective (% of the total EFSA budget)

EFSA'S strategic objective	Executed 2016	Budget 2017		Executed 2017	
	M€	%	M€	%	M€
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	32.20	41%	32.63	29.12	37%
SO2 Widen EFSA's evidence base and optimise access to its data	4.83	6%	4.64	4.95	6%
SO3 Build the EU's risk assessment capacity and knowledge community	6.50	8%	8.67	8.75	11%
SO4 Prepare for future risk assessment challenges	11.60	15%	8.77	8.58	11%
SO5 Create an environment and culture that reflects EFSA's values	24.35	31%	24.50	27.81	35%
Of which operations	9.02	11%	9.74	9.85	12%
Of which support	15.33	19%	14.76	17.96	23%
Total EFSA	79.49	100%	79.20	79.21	100%

2. Human resources per strategic objective

Table 25. FTE allocations per strategic objective

EFSA'S strategic objective	Executed 2016	plan 2017		ACTUAL 2017	
	FTE ⁽⁶⁰⁾ /posts	fte ⁽⁶¹⁾ /posts	%	FTEs	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	200/202	198/201	43%	194	42%
SO2 Widen EFSA's evidence base and optimise access to its data	19/19	24/24	5%	23	5%
SO3 Build the EU's risk assessment capacity and knowledge community	31/32	37/37	8%	32	7%
SO4 Prepare for future risk assessment challenges	35/36	35/36	8%	35	8%
SO5 Create an environment and culture that reflects EFSA's values	179/181	162/165	36%	172	38%
Of which operations	57/58	50/51	11%	51	11%
Of which support	122/123	112/114	25%	121	27%
Total EFSA	464/470	456/463	100%	456	100%

Annex II. Financial resources

Table 26. Expenditures ⁽⁶⁰⁾

TITLE	Commitment appropriations	Payment appropriations	Executed Commitment	Executed Payment
Title I - Staff expenditure	42.06	42.06	41.97	41.40
Title II - Infrastructure and operating expenditure	8.58	8.58	8.69	7.36
Title III - Operational expenditure	28.56	29.79	28.55	25.50
TOTAL EXPENDITURE	79.22	80.45	79.21	74.26

⁶⁰ C1 credits.

Table 27. budget execution per budget line

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Commitment	% Commitment	Current Payment Appropriation	Executed Payment	% Paid
1100	Basic salary	22,422,185.00	22,719,751.15	22,719,751.15	100.00%	22,719,751.15	22,719,751.15	100.00%
1101	Family allowance	2,907,000.00	2,987,348.08	2,987,348.08	100.00%	2,987,348.08	2,987,348.08	100.00%
1102	Transfer and expatriation allowance	2,397,000.00	2,454,597.11	2,454,597.11	100.00%	2,454,597.11	2,454,597.11	100.00%
1103	Secretarial allowance	13,000.00	11,907.39	11,907.39	100.00%	11,907.39	11,907.39	100.00%
1113	Stagiaires	818,000.00	766,085.80	766,085.80	100.00%	766,085.80	766,085.80	100.00%
1115	Contract staff	6,290,000.00	6,572,174.74	6,572,174.74	100.00%	6,572,174.74	6,572,174.74	100.00%
1130	Insurance against sickness	786,000.00	811,415.71	811,415.71	100.00%	811,415.71	811,415.71	100.00%
1131	Insurance against accidents and occupational disease	116,000.00	91,063.16	91,063.16	100.00%	91,063.16	91,063.16	100.00%
1132	Unemployment insurance for temporary staff	290,000.00	300,862.13	300,862.13	100.00%	300,862.13	300,862.13	100.00%
1133	Establishment or maintenance of pension rights for TA	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
1140	Birth and death allowance	3,000.00	2,181.41	2,181.41	100.00%	2,181.41	2,181.41	100.00%
1141	Annual leave travelling expenses	280,000.00	269,427.59	269,427.59	100.00%	269,427.59	269,427.59	100.00%
1147	Call on duties	70,000.00	52,571.32	52,571.32	100.00%	52,571.32	52,571.32	100.00%
1149	Other allowances and repayments	20,000.00	0.00	0.00	0.00%	0.00	0.00	0.00%
1171	Translation centre Luxembourg (administrative matters)	120,000.00	40,500.00	40,500.00	100.00%	40,500.00	37,290.25	92.07%
1172	Payment for administrative assistance from the Community institutions	250,000.00	250,105.63	250,105.63	100.00%	250,105.63	250,105.63	100.00%

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Committment	% Committment	Current Payment Appropriation	Executed Payment	% Paid
1175	Interim services	1,014,000.00	943,901.61	943,901.61	100.00%	943,901.61	860,243.33	91.14%
1176	Consultancy	240,000.00	177,771.25	177,771.25	100.00%	177,771.25	56,930.37	32.02%
1177	Other services	245,000.00	282,530.00	282,530.00	100.00%	282,530.00	198,100.00	70.12%
1180	Miscellaneous expenditure on recruitment	100,000.00	98,689.50	98,689.50	100.00%	98,689.50	79,439.50	80.49%
1181	Travel expenses (including for members of the family)	10,000.00	9,353.34	9,353.34	100.00%	9,353.34	9,353.34	100.00%
1182	Installation, resettlement and transfer allowances	190,000.00	172,689.30	172,689.30	100.00%	172,689.30	172,689.30	100.00%
1183	Removal expenses	120,000.00	119,887.06	119,887.06	100.00%	119,887.06	92,892.45	77.48%
1184	Temporary daily subsistence allowance	60,000.00	40,610.96	40,610.96	100.00%	40,610.96	40,610.96	100.00%
1190	WEIGHTINGS	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Chapter 11	Staff in active employment	38,761,185.00	39,175,424.24	39,175,424.24	100.00%	39,175,424.24	38,837,040.72	99.14%
1300	Mission and travel expenses	261,000.00	161,500.00	161,500.00	100.00%	161,500.00	160,527.99	99.40%
1301	Shuttles for missions and duty	100,000.00	93,300.00	93,300.00	100.00%	93,300.00	85,792.87	91.95%
Chapter 13	Missions and duty travel	361,000.00	254,800.00	254,800.00	100.00%	254,800.00	246,320.86	96.67%
1400	Restaurants, meals and canteens	64,000.00	43,780.00	43,780.00	100.00%	43,780.00	39,330.75	89.84%
1410	Medical service	255,000.00	227,568.07	227,568.07	100.00%	227,568.07	170,195.61	74.79%
1420	Further training, language courses and retraining for staff	584,000.00	403,636.69	403,636.69	100.00%	403,636.69	263,511.13	65.28%
Chapter 14	Sociomedical infrastructure	903,000.00	674,984.76	674,984.76	100.00%	674,984.76	473,037.49	70.08%
1520	Visiting experts, National Experts on Detachment	719,000.00	601,364.68	601,364.68	100.00%	601,364.68	586,498.79	97.53%
1521	Authority officials temporarily assigned	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Committment	% Committment	Current Payment Appropriation	Executed Payment	% Paid
Chapter 15	Exchange of officials and experts	719,000.00	601,364.68	601,364.68	100.00%	601,364.68	586,498.79	97.53%
1600	Special assistance grants	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
1610	Social contacts between staff	50,000.00	34,819.06	34,819.06	100.00%	34,819.06	28,019.06	80.47%
1620	Other interventions	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
1630	Early childhood centres and other crèches	1,250,000.00	1,225,451.32	1,225,451.32	100.00%	1,225,451.32	1,225,451.32	100.00%
1640	Complementary aid for the handicapped	10,000.00	4,474.42	4,474.42	100.00%	4,474.42	4,474.42	100.00%
Chapter 16	Social welfare	1,310,000.00	1,264,744.80	1,264,744.80	100.00%	1,264,744.80	1,257,944.80	99.46%
1700	Reception and entertainment expenses	5,000.00	2,478.72	2,478.72	100.00%	2,478.72	2,478.72	100.00%
Chapter 17	Reception and entertainment expenses	5,000.00	2,478.72	2,478.72	100.00%	2,478.72	2,478.72	100.00%
Title 1	STAFF	42,059,185.00	41,973,797.20	41,973,797.20	100.00%	41,973,797.20	41,403,321.38	98.64%
2000	Rent	45,000.00	38,690.00	38,690.00	100.00%	38,690.00	38,690.00	100.00%
2001	Acquisition	1,802,000.00	2,058,712.35	2,058,712.35	100.00%	2,058,712.35	2,058,712.35	100.00%
2010	Insurance	38,000.00	30,996.56	30,996.56	100.00%	30,996.56	29,996.56	96.77%
2020	Water, gas, electricity and heating	525,000.00	485,160.16	485,160.16	100.00%	485,160.16	423,362.06	87.26%
2030	Maintenance	347,000.00	334,610.79	334,610.79	100.00%	334,610.79	253,305.70	75.70%
2031	Cleaning	275,000.00	274,999.30	274,999.30	100.00%	274,999.30	220,413.34	80.15%
2040	Refurbishment of premises/ Fitting out	94,000.00	76,388.47	76,388.47	100.00%	76,388.47	17,871.28	23.40%
2050	Security and surveillance of buildings	791,000.00	754,889.25	754,889.25	100.00%	754,889.25	582,655.12	77.18%
2080	preliminary to construction, acquisition or rental of immovable property	215,000.00	166,680.00	166,680.00	100.00%	166,680.00	106,500.00	63.89%

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Committment	% Committment	Current Payment Appropriation	Executed Payment	% Paid
2090	Other expenditure on buildings	782,500.00	735,950.82	735,950.82	100.00%	735,950.82	677,457.50	92.05%
Chapter 20	Investments in immovable property, rental of buildings and associated cost	4,914,500.00	4,957,077.70	4,957,077.70	100.00%	4,957,077.70	4,408,963.91	88.94%
2100	Purchase/ Maintenance of equipment	404,000.00	483,490.61	483,373.02	99.98%	483,490.61	258,891.42	53.55%
2101	Purchase / maintenance of software	649,000.00	786,679.73	786,679.73	100.00%	786,679.73	703,285.83	89.40%
2103	Software development	1,015,000.00	979,625.00	979,625.00	100.00%	979,625.00	853,659.07	87.14%
2104	User Support	746,000.00	827,247.24	827,247.24	100.00%	827,247.24	717,513.91	86.74%
Chapter 21	Expenditure on data processing	2,814,000.00	3,077,042.58	3,076,924.99	100.00%	3,077,042.58	2,533,350.23	82.33%
2200	Technical equipment and installations	80,000.00	80,000.00	80,000.00	100.00%	80,000.00	56,955.84	71.19%
2201	Hire or leasing of technical equipment and installations	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
2202	Maintenance and repair of technical equipment and installations	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
2210	Purchase of furniture	20,000.00	14,174.19	14,174.19	100.00%	14,174.19	10,374.39	73.19%
Chapter 22	Movable property and associated costs	100,000.00	94,174.19	94,174.19	100.00%	94,174.19	67,330.23	71.50%
2300	Stationery and office supplies	66,000.00	46,499.92	46,499.92	100.00%	46,499.92	45,749.92	98.39%
2320	Bank charges	1,000.00	500.00	500.00	100.00%	500.00	478.00	95.60%
2330	Legal expenses	185,000.00	120,950.00	120,950.00	100.00%	120,950.00	62,450.00	51.63%
2340	Damages	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
2350	Miscellaneous insurance	11,000.00	5,816.70	5,816.70	100.00%	5,816.70	4,413.20	75.87%
2353	Removals and associated handling	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Commitment	% Commitment	Current Payment Appropriation	Executed Payment	% Paid
2390	Publications	12,000.00	1,450.00	1,450.00	100.00%	1,450.00	0.00	0.00%
Chapter 23	Current administrative expenditure	275,000.00	175,216.62	175,216.62	100.00%	175,216.62	113,091.12	64.54%
2400	Postal charges	35,500.00	25,170.00	25,170.00	100.00%	25,170.00	14,916.38	59.26%
2410	Telecommunications subscriptions and charges	201,000.00	165,483.11	165,483.11	100.00%	165,483.11	63,450.79	38.34%
2411	Purchase and installation of equipment	128,000.00	112,374.11	112,374.11	100.00%	112,374.11	106,984.84	95.20%
Chapter 24	Postal charges and communications	364,500.00	303,027.22	303,027.22	100.00%	303,027.22	185,352.01	61.17%
2500	Management Board meetings	110,000.00	78,394.80	78,219.80	99.78%	78,394.80	55,199.66	70.41%
Chapter 25	Governance expenditure	110,000.00	78,394.80	78,219.80	99.78%	78,394.80	55,199.66	70.41%
Title 2	BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY	8,578,000.00	8,684,933.11	8,684,640.52	100.00%	8,684,933.11	7,363,287.16	84.78%
3020	REPRO Experts meetings	4,118,000.00	4,394,632.92	4,391,632.92	99.93%	4,394,632.92	4,273,933.98	97.25%
Chapter 30	Scientific Evaluation of regulated products	4,118,000.00	4,394,632.92	4,391,632.92	99.93%	4,394,632.92	4,273,933.98	97.25%
3120	RASA Experts meetings	3,695,000.00	3,573,854.75	3,573,854.75	100.00%	3,573,854.75	3,496,650.15	97.84%
3130	Crisis support	9,000.00	0.00	0.00	0%	0.00	0.00	0%
Chapter 31	Risk assessment and scientific assistance	3,704,000.00	3,573,854.75	3,573,854.75	100.00%	3,573,854.75	3,496,650.15	97.84%
3210	EFSA Grants & Procurement	9,490,000.00	9,831,507.13	9,831,506.70	100.00%	11,287,254.13	11,284,108.44	99.97%
3220	Scientific Cooperation meetings	68,000.00	86,304.86	86,304.86	100.00%	86,304.86	86,304.86	100.00%
Chapter 32	EFSA Scientific Cooperation	9,558,000.00	9,917,811.99	9,917,811.56	100.00%	11,373,558.99	11,370,413.30	100.00%
COMMS								

Budget line	Description	Initial Commitment Appropriation	Current Commitment Appropriation	Executed Commitment	% Commitment	Current Payment Appropriation	Executed Payment	% Paid
3410	Risk communications activities & materials	1,089,000.00	779,165.78	777,119.78	99.74%	779,165.78	510,701.76	65.54%
3420	External relations	310,000.00	192,305.49	192,303.49	100.00%	192,305.49	187,352.29	97.42%
Chapter 34	Communications	1,399,000.00	971,471.27	969,423.27	99.79%	971,471.27	698,054.05	71.86%
OPERATIONAL SUPPORT								
3500	Operational IT Systems	3,975,000.00	4,458,476.33	4,458,475.83	100.00%	4,458,476.33	1,890,767.32	42.41%
3501	Multiannual operational IT projects	1,202,000.00	226,467.00	226,467.00	100.00%	0.00	0.00	0.00%
3511	Translation, Interpretation Linguistic proofreading and editing	200,000.00	241,000.00	241,000.00	100.00%	241,000.00	194,714.96	80.79%
3512	Library	534,000.00	547,906.08	547,906.08	100.00%	547,906.08	455,612.99	83.16%
3513	Mission of staff related to operational duties	950,000.00	792,200.00	792,200.00	100.00%	792,200.00	770,534.96	97.27%
3514	Shuttles	1,025,000.00	1,008,000.00	998,000.00	99.01%	1,008,000.00	928,053.36	92.07%
3520	Conferences & Outreach	1,100,000.00	987,049.92	986,905.52	99.99%	987,049.92	854,720.11	86.59%
3530	Operational Development & Control	760,000.00	1,406,179.74	1,406,085.00	99.99%	1,406,179.74	530,651.25	37.74%
3540	Quality management	40,000.00	39,950.00	39,950.00	100.00%	39,950.00	33,500.00	83.85%
Chapter 35	Horizontal operations	9,786,000.00	9,707,229.07	9,696,989.43	99.89%	9,480,762.07	5,658,554.95	59.68%
Title 3	OPERATING EXPENDITURE LINKED TO AUTHORITY	28,565,000.00	28,565,000.00	28,549,711.93	99.95%	29,794,280.00	25,497,606.43	85.57%
GRAND TOTAL	EFSA	79,202,185.00	79,223,730.31	79,208,149.65	99.98%	80,453,010.31	74,264,214.97	92.31%

■ Carry forward

The non-differentiated appropriations carried forward to 2017 were utilised at 96.4% (€7.91 out of 8.20 million).

The under-execution comes mainly from unused carry forward of training and interims services (Title I), building cost and telecom charges (Title II) and scientific meetings, IT systems and events (Title III).

Appropriations carried forward from 2017 to 2018 amount to € 6.17 million and are € 2.03 million lower than previous year.

Table 28. Carry forward

Title	Carry forward 2016	Amount paid	% used	Carry forward 2017
Personnel	893,080	810,502	90.8%	576,992
Infrastructure	2,244,470	2,184,416	97.3%	1,321,353
Operations	5,059,788	4,911,408	97.1%	4,278,240
Total	8,197,338	7,906,327	96.4%	6,176,585

Table 29. Budget Transfers 2017

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
1	STAFF			
11	STAFF IN ACTIVE EMPLOYMENT			
110	Staff in active employment			
1100	Basic salary	22,422,185.00	297,566.15	22,719,751.15
1101	Family allowance	2,907,000.00	80,348.08	2,987,348.08
1102	Transfer and expatriation allowance	2,397,000.00	57,597.11	2,454,597.11
1103	Secretarial allowance	13,000.00	-1,092.61	11,907.39
	tot. of 110	27,739,185.00	434,418.73	28,173,603.73
111	Other staff			
1113	Stagiaires	818,000.00	-51,914.20	766,085.80
1115	Contract staff	6,290,000.00	282,174.74	6,572,174.74
	tot. of 111	7,108,000.00	230,260.54	7,338,260.54
113	Employer's social security contributions			
1130	Insurance against sickness	786,000.00	25,415.71	811,415.71
1131	Insurance against accidents and occupational disease	116,000.00	-24,936.84	91,063.16
1132	Unemployment insurance for temporary staff	290,000.00	10,862.13	300,862.13
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00
	tot. of 113	1,192,000.00	11,341.00	1,203,341.00
114	Miscellaneous allowances and grants			
1140	Birth and death allowance	3,000.00	-818.59	2,181.41
1141	Annual leave travelling expenses	280,000.00	-10,572.41	269,427.59
1147	Call on duties	70,000.00	-17,428.68	52,571.32
1149	Other allowances and repayments	20,000.00	-20,000.00	0.00
	tot. of 114	373,000.00	-48,819.68	324,180.32
117	Supplementary services			
1171	Translation and interpretation	120,000.00	-79,500.00	40,500.00
1172	Payment for administrative assistance from the Community institutions	250,000.00	105.63	250,105.63

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
1175	Interim services	1,014,000.00	-70,098.39	943,901.61
1176	Consultancy	240,000.00	-62,228.75	177,771.25
1177	Other services	245,000.00	37,530.00	282,530.00
	tot. of 117	1,869,000.00	-174,191.51	1,694,808.49
118	Recruitment costs and expenses on entering and leaving the service			
1180	Miscellaneous expenditure on recruitment	100,000.00	-1,310.50	98,689.50
1181	Travel expenses (including for members of the family)	10,000.00	-646.66	9,353.34
1182	Installation, resettlement and transfer allowances	190,000.00	-17,310.70	172,689.30
1183	Removal expenses	120,000.00	-112.94	119,887.06
1184	Temporary daily subsistence allowance	60,000.00	-19,389.04	40,610.96
	tot. of 118	480,000.00	-38,769.84	441,230.16
119	Salary weightings			
1190	Salary weightings	0.00	0.00	0.00
	tot. of 119	0.00	0.00	0.00
	tot. of 11	38,761,185.00	414,239.24	39,175,424.24
13	MISSIONS AND DUTY TRAVEL			
130	Mission and travel expenses			
1300	Mission and travel expenses	261,000.00	-99,500.00	161,500.00
1301	Shuttles for missions and duty	100,000.00	-6,700.00	93,300.00
	tot. of 130	361,000.00	-106,200.00	254,800.00
	tot. of 13	361,000.00	-106,200.00	254,800.00
14	SOCIOMEDICAL INFRASTRUCTURE			
140	Restaurants, meals and canteens			
1400	Restaurants, meals and canteens	64,000.00	-20,220.00	43,780.00
	tot. of 140	64,000.00	-20,220.00	43,780.00
141	Medical service			
1410	Medical service	255,000.00	-27,431.93	227,568.07
	tot. of 141	255,000.00	-27,431.93	227,568.07

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
142	Further training, language courses and retraining for staff			
1420	Further training, language courses and retraining for staff	584,000.00	-180,363.31	403,636.69
	tot. of 142	584,000.00	-180,363.31	403,636.69
	tot. of 14	903,000.00	-228,015.24	674,984.76
15	EXCHANGE OF OFFICIALS AND EXPERTS			
152	Exchange of officials and experts			
1520	Visiting experts, National Experts on Detachement	719,000.00	-117,635.32	601,364.68
1521	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00
	tot. of 152	719,000.00	-117,635.32	601,364.68
	tot. of 15	719,000.00	-117,635.32	601,364.68
16	SOCIAL WELFARE			
160	Special assistance grants			
1600	Special assistance grants	0.00	0.00	0.00
	tot. of 160	0.00	0.00	0.00
161	Social contacts between staff			
1610	Social contacts between staff	50,000.00	-15,180.94	34,819.06
	tot. of 161	50,000.00	-15,180.94	34,819.06
162	Other interventions			
1620	Other interventions	0.00	0.00	0.00
	tot. of 162	0.00	0.00	0.00
163	Early childhood centres and other creches			
1630	Early childhood centres, other creches and EU school contribution	1,250,000.00	-24,548.68	1,225,451.32
	tot. of 163	1,250,000.00	-24,548.68	1,225,451.32
164	Complementary aid for the handicapped			
1640	Complementary aid for the handicapped	10,000.00	-5,525.58	4,474.42
	tot. of 164	10,000.00	-5,525.58	4,474.42
	tot. of 16	1,310,000.00	-45,255.20	1,264,744.80
17	RECEPTION AND ENTERTAINMENT EXPENSES			
170	Reception and entertainment expenses			
1700	Reception and entertainment expenses	5,000.00	-2,521.28	2,478.72
	tot. of 170	5,000.00	-2,521.28	2,478.72
	tot. of 17	5,000.00	-2,521.28	2,478.72
	tot. of 1	42,059,185.00	-85,387.80	41,973,797.20

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY			
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS			
200	Building			
2000	Rent	45,000.00	-6,310.00	38,690.00
2001	Acquisition ⁽⁶⁴⁾	1,802,000.00	235,167.04	2,058,712.35
	tot. of 200	1,847,000.00	228,857.04	2,097,402.35
201	Insurance			
2010	Insurance	38,000.00	-7,003.44	30,996.56
	tot. of 201	38,000.00	-7,003.44	30,996.56
202	Water, gas, electricity and heating			
2020	Water, gas, electricity and heating	525,000.00	-39,839.84	485,160.16
	tot. of 202	525,000.00	-39,839.84	485,160.16
203	Cleaning and maintenance			
2030	Maintenance	347,000.00	-12,389.21	334,610.79
2031	Cleaning	275,000.00	-0.70	274,999.30
	tot. of 203	622,000.00	-12,389.91	609,610.09
204	Refurbishment of premises/Fitting out			
2040	Refurbishment of premises/ Fitting out	94,000.00	-17,611.53	76,388.47
	tot. of 204	94,000.00	-17,611.53	76,388.47
205	Security and surveillance of buildings			
2050	Security and surveillance of buildings	791,000.00	-36,110.75	754,889.25
	tot. of 205	791,000.00	-36,110.75	754,889.25
208	Preliminary expenditure relating to construction, acquisition or rental of immovable property			
2080	Preliminary to construction, acquisition or rental of immovable property	215,000.00	-48,320.00	166,680.00
	tot. of 208	215,000.00	-48,320.00	166,680.00
209	Other expenditure on buildings			
2090	Other expenditure on buildings	782,500.00	-46,549.18	735,950.82
	tot. of 209	782,500.00	-46,549.18	735,950.82
	tot. of 20	4,914,500.00	21,032.39	4,957,077.70
21	EXPENDITURE ON DATA PROCESSING			
210	Purchase and maintenance of IT for administration and non operational			
2100	Purchase/ maintenance of IT equipment	404,000.00	79,490.61	483,490.61

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
2101	Purchase / maintenance of software	649,000.00	137,679.73	786,679.73
2103	Software development	1,015,000.00	-35,375.00	979,625.00
2104	User Support	746,000.00	81,247.24	827,247.24
	tot. of 210	2,814,000.00	263,042.58	3,077,042.58
	tot. of 21	2,814,000.00	263,042.58	3,077,042.58
22	MOVABLE PROPERTY AND ASSOCIATED COSTS			
220	Technical equipment and installations			
2200	Technical equipment and installations	80,000.00	0.00	80,000.00
2201	Hire or leasing of technical equipment and installations	0.00	0.00	0.00
2202	Maintenance and repair of technical equipment and installations	0.00	0.00	0.00
	tot. of 220	80,000.00	0.00	80,000.00
221	Furniture			
2210	Purchase of furniture	20,000.00	-5,825.81	14,174.19
2211	Hire of furniture	0.00	0.00	0.00
2212	Maintenance and repair of furniture	0.00	0.00	0.00
	tot. of 221	20,000.00	-5,825.81	14,174.19
	tot. of 22	100,000.00	-5,825.81	94,174.19
23	CURRENT ADMINISTRATIVE EXPENDITURE			
230	Stationery and office supplies			
2300	Stationery and office supplies	66,000.00	-19,500.08	46,499.92
	tot. of 230	66,000.00	-19,500.08	46,499.92
232	Financial charges			
2320	Bank charges	1,000.00	-500.00	500.00
2321	Other financial charges	0.00	0.00	0.00
	tot. of 232	1,000.00	-500.00	500.00
233	Legal expenses			
2330	Legal expenses	185,000.00	-64,050.00	120,950.00
	tot. of 233	185,000.00	-64,050.00	120,950.00
234	Damages			
2340	Damages	0.00	0.00	0.00
	tot. of 234	0.00	0.00	0.00
235	Other operating expenditure			
2350	Miscellaneous insurance	11,000.00	-5,183.30	5,816.70
2353	Removals and associated handling	0.00	0.00	0.00
	tot. of 235	11,000.00	-5,183.30	5,816.70
239	Publications			
2390	Publications	12,000.00	-10,550.00	1,450.00
	tot. of 239	12,000.00	-10,550.00	1,450.00
	tot. of 23	275,000.00	-99,783.38	175,216.62

Title	Budget headings transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Final
24	POSTAL CHARGES AND TELECOMMUNICATIONS			24
240	Postal charges			
2400	Postal charges	35,500.00	-10,330.00	25,170.00
	tot. of 240	35,500.00	-10,330.00	25,170.00
241	Telecommunications			
2410	Telecommunications subscriptions and charges	201,000.00	-35,516.89	165,483.11
2411	Purchase and installation of equipment	128,000.00	-15,625.89	112,374.11
	tot. of 241	329,000.00	-51,142.78	277,857.22
	tot. of 24	364,500.00	-61,472.78	303,027.22
25	GOVERNANCE EXPENDITURE			
250	Governance expenditure			
2500	Management Board meetings	110,000.00	-31,605.20	78,394.80
	tot. of 250	110,000.00	-31,605.20	78,394.80
	tot. of 25	110,000.00	-31,605.20	78,394.80
	tot. of 2	8,578,000.00	85,387.80	8,684,933.11

Title Chapter Article Item	Budget Headings Transfers from year starts	B 2017 Commitment appropriations			B 2017 Payments appropriations		
		Initial	Transfers	Final	Initial	Transfers	Final
3	OPERATING EXPENDITURE LINKED TO THE AUTHORITY						
30	SCIENTIFIC EVALUATION of REGULATED PRODUCTS						
302	REPRO Experts meetings						
3020	REPRO Experts meetings	4,118,000.00	276,632.92	4,394,632.92	4,118,000.00	276,632.92	4,394,632.92
	tot. of 302	4,118,000.00	276,632.92	4,394,632.92	4,118,000.00	276,632.92	4,394,632.92
	tot. of 30	4,118,000.00	276,632.92	4,394,632.92	4,118,000.00	276,632.92	4,394,632.92
31	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE						
312	RASA Experts meetings						
3120	RASA Experts meetings	3,695,000.00	-121,145.25	3,573,854.75	3,695,000.00	-121,145.25	3,573,854.75
	tot. of 312	3,695,000.00	-121,145.25	3,573,854.75	3,695,000.00	-121,145.25	3,573,854.75
313	Crisis support						
3130	Crisis support	9,000.00	-9,000.00	0.00	9,000.00	-9,000.00	0.00
	tot. of 313	9,000.00	-9,000.00	0.00	9,000.00	-9,000.00	0.00
	tot. of 31	3,704,000.00	-130,145.25	3,573,854.75	3,704,000.00	-130,145.25	3,573,854.75
32	EFSA SCIENTIFIC COOPERATION						
321	EFSA Grants & Procurement						
3210	EFSA Grants & Procurement	9,490,000.00	341,507.13	9,831,507.13	10,754,280.00	532,974.13	11,287,254.13
	tot. of 321	9,490,000.00	341,507.13	9,831,507.13	10,754,280.00	532,974.13	11,287,254.13
322	Scientific cooperation meetings						
3220	Scientific cooperation meetings	68,000.00	18,304.86	86,304.86	68,000.00	18,304.86	86,304.86
	tot. of 343	68,000.00	18,304.86	86,304.86	68,000.00	18,304.86	86,304.86
323	Pre-accession and ENP Programmes*						
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENP (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00
324	Collaboration with other organisations*						
3240	Collaboration with FAO	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 3324	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 32	9,558,000.00	359,811.99	9,917,811.99	10,822,280.00	551,278.99	11,373,558.99

34	COMMUNICATIONS						
341	Risk Communication						
3410	Risk Communication	1,089,000.00	-309,834.22	779,165.78	1,089,000.00	-309,834.22	779,165.78
	tot. of 341	1,089,000.00	-309,834.22	779,165.78	1,089,000.00	-309,834.22	779,165.78
342	External relations						
3420	External relations	310,000.00	-117,694.51	192,305.49	310,000.00	-117,694.51	192,305.49
	tot. of 342	310,000.00	-117,694.51	192,305.49	310,000.00	-117,694.51	192,305.49
35	HORIZONTAL OPERATIONS						
350	Operational IT Systems						
3500	Operational IT Systems	3,975,000.00	483,476.33	4,458,476.33	3,975,000.00	483,476.33	4,458,476.33
3501	Multiannual IT Projects	1,202,000.00	-975,533.00	226,467.00	1,167,000.00	-1,167,000.00	0.00
	tot. of 350	5,177,000.00	-492,056.67	4,684,943.33	5,142,000.00	-683,523.67	4,458,476.33
351	Operational support						
3511	Translation, Interpretation, Linguistic Proofreading and Editing	200,000.00	41,000.00	241,000.00	200,000.00	41,000.00	241,000.00
3512	Library	534,000.00	13,906.08	547,906.08	534,000.00	13,906.08	547,906.08
3513	Mission of staff related to operational duties	950,000.00	-157,800.00	792,200.00	950,000.00	-157,800.00	792,200.00
3514	Shuttles for experts and staff related to operational duties	1,025,000.00	-17,000.00	1,008,000.00	1,025,000.00	-17,000.00	1,008,000.00
	tot. of 351	2,709,000.00	-119,893.92	2,589,106.08	2,709,000.00	-119,893.92	2,589,106.08
352	Conferences & Outreach						
3520	Conferences and Outreach	1,100,000.00	-112,950.08	987,049.92	1,100,000.00	-112,950.08	987,049.92
	tot. of 352	1,100,000.00	-112,950.08	987,049.92	1,100,000.00	-112,950.08	987,049.92
353	Operational development & Control						
3530	Operational Development & Control	760,000.00	646,179.74	1,406,179.74	760,000.00	646,179.74	1,406,179.74
	tot. of 353	760,000.00	646,179.74	1,406,179.74	760,000.00	646,179.74	1,406,179.74
354	Quality Management						
3540	Quality Management	40,000.00	-50.00	39,950.00	40,000.00	-50.00	39,950.00
	tot. of 354	40,000.00	-50.00	39,950.00	40,000.00	-50.00	39,950.00
	tot. of 35	9,786,000.00	-78,770.93	9,707,229.07	9,751,000.00	-270,237.93	9,480,762.07
	tot. of 3	28,565,000.00	0.00	28,565,000.00	29,794,280.00	0.00	29,794,280.00

Annex III. Status of projects

Table 30. Projects and Process improvement initiatives under SO1 – Status report

Intermediary Impact	Expected result – Outcome	Project	Overall Status
Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment process and communication tools and materials	increased engagement of stakeholders in scientific activities	Customer oriented approach for applications for Regulated Products	Closed
		TERA	🌱
		Stakeholder Engagement Approach (SEA)	🌱
		Reputation Management (including Barometer)	🌱
	full availability of documentation relevant to EFSA scientific outputs	Matrix	🔴
	enhanced outreach of communication	Social Media 2020 strategy	🌱

Table 31. Projects and Process improvement initiatives under SO2 – Status report

Intermediary impact	Expected result - outcome	Project	Overall Status
Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data	Improved access to data	Information Management Programme	🌱
		Information governance project	🌱
		Developing a system for assigning digital object identifiers (dois) project	🌱
Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data		Scientific Data Warehouse (DWH)	Closed
		Open ScALE project	🌱
	Wider data coverage	Molecular typing project	Closed
		Introduction of a framework for Information Access Management	🔴
		EU MENU project	🌱
		FOODEX2 project	🌱
		IPCHEM project	Closed
	Increased standardisation and interoperability of data	SSD2 pilot project	🌱
	Improved quality of data	Data collection services project	🌱 in closing phase

Table 32. Projects and Process improvement initiatives under SO3 – Status report

Intermediary impact	Expected result - Outcome	Project	Overall Status
<p>Increased efficiency at European and international level</p> <p>Increased satisfaction of MS, EU and international partners with regard to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)</p>	Building and sharing capacity within the risk assessment community at organisational level	Expertise Management Programme	🌟
		EU-FORA	🌟
		EFSA Pre-accession Programme	🌟
		Innovative approach for Article 36 networking and management of the list	🌟
	Strengthened capacity using innovative ways	Machine Learning techniques applied in risk assessment related to food safety	🌟 in closing phase
		Crowdsourcing	Envisioning phase

Table 33. Projects and Process improvement initiatives under SO4 – Status report

Intermediary impact	Expected result - outcome	Project	Overall Status
Increased effectiveness of preparedness and response Increased effectiveness of preparedness and response	Fostered use of new approaches and enhanced ability to anticipate and respond to risks Fostered use of new approaches and enhanced ability to anticipate and respond to risks	Wildlife project	🌱
		Vectornet project	🌱
		Define new activity on urgent response for plant health issues	🌱
		Tracing methodology	🌱 in closing phase
		Preparatory work for future advice / Integrating new approaches in chemical risk assessment	🌱
		Cumulative Risk Assessment of Pesticides - part II	🌱
		Data collection on historical control data	Not started yet
		Coordinated framework for the development of environmental risk assessment across the various EFSA units and panels: Pilot Projects with MSs on 4 areas (pesticides soil, pesticides aquatic, plant health, multi-stressors)	Not started yet
		Bee health	🌱
		Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods	🌱
		Guidance documents for health claims	🌱
		Use of protein hydrolysates in formulae	🌱 in closing phase
		Aquatic RA Guidance: Opinion on TK/TD and simple food chain effects modelling for RA	🌱
		EFSA guidance on Dermal Absorption	🌱 in closing phase
		Epidemiological studies	Closed
		Hazard assessment of Endocrine Disruptors	🌱
		PECs in Soil	🌱
		QSAR Dermal absorption	🌱
		Repair action of the FOCUS surface water scenarios	🌱
		Guidance for the identification of biological relevance of adverse / positive health effects from experimental animal and human studies	Closed
		Update of the guidance of the Scientific Committee on the use of the benchmark dose approach in risk assessment	Closed
		Risk Assessment of Substances Present in Food Intended for Infants	Closed
		Guidance on the use of the Weight of Evidence Approach in Scientific Assessments	Closed
		Review of the published non-dietary exposure data to pesticides for residents and bystanders and for environmental RA.	🌱 in closing phase
		Terrestrial RA Guidance. Non-target terrestrial plants and Amphibians and reptile Guidance	🌱
		Testing strategies for evaluation of developmental neurotoxicity	🌱

Intermediary impact	Expected result - outcome	Project	Overall Status
Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response	Harmonisation of risk assessment methodologies	Set up of a plan for the further development and use of animal-based indications for animal welfare risk assessment	Not started yet
		Expert knowledge elicitation (EKE)	
		Scientific Committee Guidance Document Review framework (Guidance review)	
		Harmonise EFSA environmental risk assessment (ERA) schemes	Not started yet
		Evidence use in risk assessment: Prometheus	
	Accessibility of EFSA methods and tools	Risk Assessment tools for the safety of global food and feed supply chains (FPA with BfR)	
		R4EU	
		Knowledge junction (through Open ScAIE)	Closed

Table 34. Projects and Process improvement initiatives under SO5 – Status report

Intermediate impact	Expected result - Outcome	Project	Overall Status
Sound operational performance Efficiency		External evaluation	
		EU Agencies' Network (EUAN)	
	People and culture	Talent Management	
	Compliance	Centralisation of competing interest management	Closed
		Independence policy	
		Business continuity	
		OHSAS 18000 certification	
		Correspondence & records management	
	Enabling work environment	Organisational development: mission centralisation and travel logistics outsourcing	
		New World of Work	
		COMMS Digital Collaboration	
	Capabilities	Performance and results management approach	
		EMAS certification registration. ISO 14001 certification and certification achievement	
		Businesses DWH (B.I.K.E. project)	Chartering phase

Annex IV. Questions closed 2017

Table 35. Questions closed 2017

Questions per strategic objective and type of EFSA output	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 – Prioritise public and stakeholder engagement in the process of scientific assessment												
SO1 – EFSA scientific outputs – general risk assessment	0	1	0	0	3	0	130	0	21	3	0	158
Of which:												
– Opinion of the Scientific Committee / Scientific Panel		1			2		120		14			137
– Guidance of the Scientific Committee / Scientific Panel												0
– Statement of the Scientific Committee / Scientific Panel							1		2			3
– Scientific report of EFSA							8		5	3		16
– Guidance of EFSA												0
– Statement of EFSA					1		1					2
SO1 – Technical reports – general risk assessment					4		6		6			16
SO1 – Other publications (external scientific reports/event reports) – General risk assessment	0	0	0	0	2	0	19	0	8	0	0	29
Other publications - External Scientific Report					2		18		8			28
Other publications - Event Report							1					1
SO1 – Sub total – general risk assessment	0	1	0	0	9	0	155	0	35	3	0	203
SO1 – EFSA scientific outputs – evaluation of regulated products	0	54	128	18	25	166	0	0	1	0	0	392

Questions per strategic objective and type of EFSA output	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
Of which:												
Conclusion on pesticides peer review						37						37
– Opinion of the Scientific Committee / Scientific Panel		54	125	13	22				1			215
– Guidance of the Scientific Committee / Scientific Panel				1								1
– Statement of the Scientific Committee / Scientific Panel			1	2	3							6
– Reasoned opinion						74						74
– Scientific report of EFSA						38						38
– Guidance of EFSA						2						2
– Statement of EFSA			2	2		15						19
SO1 – Technical reports – evaluation of regulated products	1	2	3	18	1	41						66
SO1 – Other publications (external scientific reports/event reports) – evaluation of regulated products	0	1	1	5	1	0	0	0	0	0	0	8
Other publications - External Scientific Report		1	1	5	1							8
Other publications - Event Report												0
SO1 – Sub total – evaluation of regulated products	1	57	132	41	27	207	0	0	1	0	0	466
SO1 – Total	1	58	132	41	36	207	155	0	36	3	0	669
SO2 – Widen EFSA's evidence base and optimise access to its data												
SO2 – EFSA scientific outputs												0
SO2 – Technical reports										10		10

Questions per strategic objective and type of EFSA output	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO2 – Other publications (external scientific reports/event reports)	0	0	0	0	0	0	0	0	0	19	2	21
Other publications - External Scientific Report										19	2	21
Other publications - Event Report												0
SO2 – Total	0	0	0	0	0	0	0	0	0	29	2	31
SO3 – Build the EU's scientific assessment capacity and knowledge community												
SO3 – EFSA scientific outputs												0
SO3 –Technical reports				1					2			3
SO3 – Other publications (external scientific reports/event reports)	0	0	0	0	0	0	0	0	0	0	0	0
Other publications - External Scientific Report												0
Other publications - Event Report												0
SO3 – Total	0	0	0	1	0	0	0	0	2	0	0	3
SO4 – Prepare for future risk assessment challenges												
SO4 – EFSA scientific outputs	0	3	0	1	3	5	0	0	6	0	7	25
Of which:												
Opinion of the Scientific Committee / Scientific Panel					1	2			4		3	10
Scientific report of EFSA						1						1
Statement of the Scientific Committee / Scientific Panel									2			2
Guidance of the Scientific Committee / Scientific Panel		3		1	2						4	10
Guidance of EFSA						2						2

Questions per strategic objective and type of EFSA output	REPRO						RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO4 – Technical reports		3		1	3	7			1		9	24
SO4 – Other publications (external scientific reports/event reports)	0	0	0	0	0	6	3	5	6	0	7	27
Other publications - External Scientific Report						5	3	5	5		4	22
Other publications - Event Report						1			1		3	5
SO4 – Total	0	6	0	2	6	18	3	5	13	0	23	76
Total questions	1	64	132	44	42	225	158	5	51	32	25	779

Annex V. Human resources

Figure 4. Organisational chart (31/12/17)

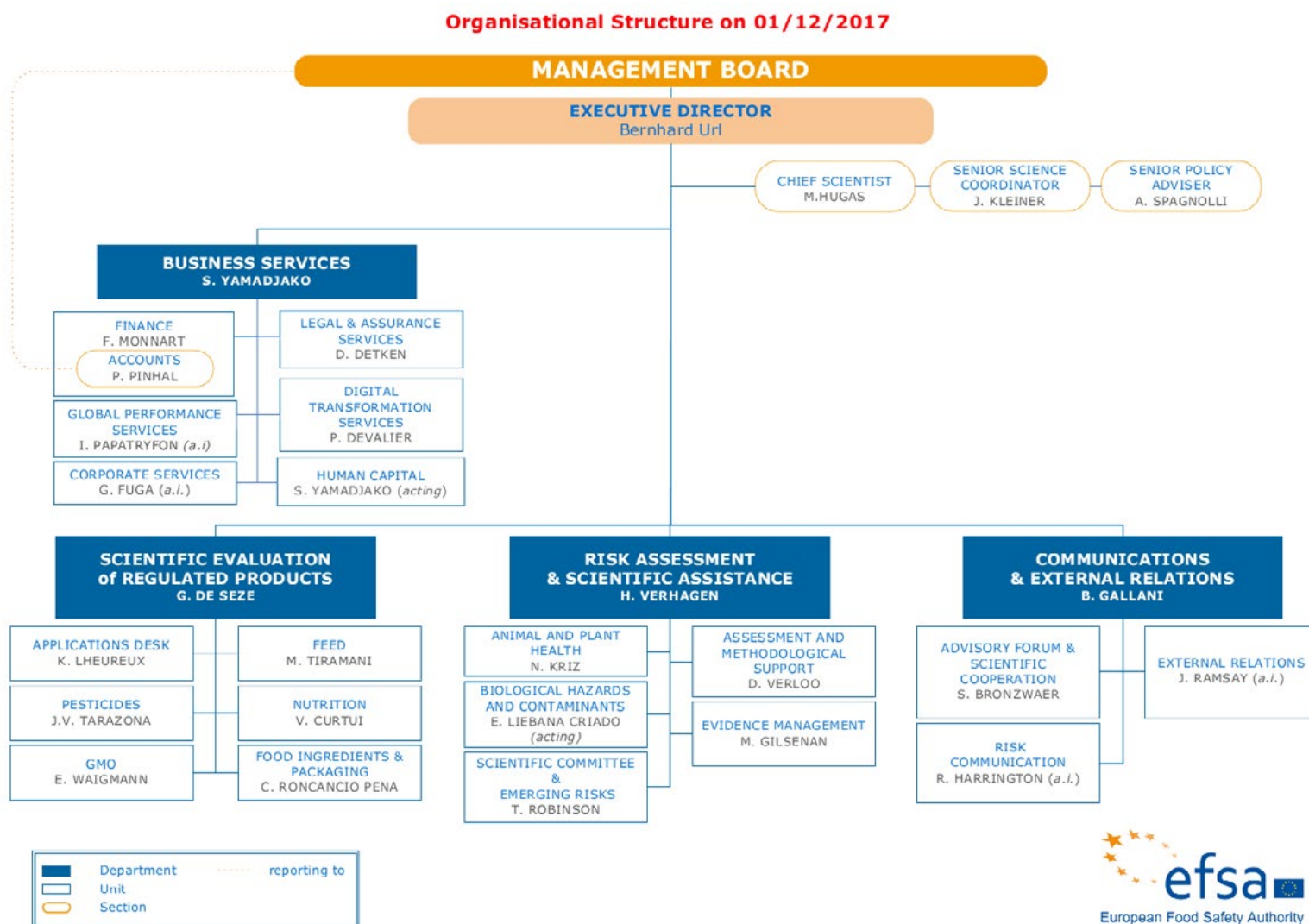


Table 36. Establishment plan 2017

Function group and grade	2017			
	Authorised under the EU Budget		Filled as of 31/12/2017	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	-	-	-	-
AD 15	-	1	-	-
AD 14	-	2	-	1
AD 13	-	2	-	0
AD 12	1	16	-	6
AD 11	-	11	-	6
AD 10	1	17	-	13
AD 9	1	42	-	25
AD 8	-	54	-	57
AD 7	1	56	5	49
AD 6	1	15	-	35
AD 5	-	6	-	11
AD TOTAL	5	222	5	203
AST 11	-	-	-	-
AST 10	-	-	-	-
AST 9	-	-	-	-
AST 8	-	3	-	-
AST 7	-	4	-	2
AST 6	-	9	-	3
AST 5	-	30	-	16
AST 4	-	23	-	36
AST 3	-	25	-	22
AST 2	-	2	-	21
AST 1	-	-	-	3
AST TOTAL	-	96	-	103

Function group and grade	2017			
	Authorised under the EU Budget		Filled as of 31/12/2017	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST/SC 6	-	-	-	-
AST/SC 5	-	-	-	-
AST/SC 4	-	-	-	-
AST/SC 3	-	-	-	-
AST/SC 2	-	-	-	-
AST/SC 1	-	-	-	-
AST/SC TOTAL	-	-	-	-
TOTAL	5	318	5	306
GRAND TOTAL		323		311

Table 37. Results of the benchmarking exercise in accordance with provision of Art. 29 (3) Framework Financial Regulation and Methodology for Agencies Job Screening(a)

Job type (sub)category	Year 2016	Year 2017
Administrative support and Coordination	21.4%	20.8%
Administrative support	19.7%	18.8%
Coordination	1.7%	2.0%
Operational	71.6%	72.6%
Top Level Operational Coordination	3.7%	2.6%
Programme Management and Implementation	54.9%	56.6%
Evaluation & Impact Assessment	0.0%	0.0%
General operational	13.1%	13.3%
Neutral	7.0%	6.6%
Finance/Control	6.4%	6.1%
Linguistics	0.5%	0.6%
TOTAL	100%	100%

Annex VI. Negotiated procedures and time to grant

Table 38. 2017 negotiated procedure

2017 Exceptional Negotiated Procedures under Article 134 (1) a to f art 53 RAP				
No.	Procedure type	Contractor name	Subject of contract	Contract amount
1	Neg Art 134 1b	Ministry of Food Agriculture and Livestock	Participation of Pre-accession countries in the framework of the Instrument of Pre-Accession Programme II	16,200.00 €
2	Neg Art 134 1b	Springer	Purchase of Springer's e-books collection	30,000.00 €
3	Neg Art 134 1b	Applied Maths	Bionumerics Service for Management & Analysis of whole genome sequencing data from listeria monocytogenes, salmonella & escherichia coli isolates	20,000.00 €
4	Neg Art 134 1e	THOMSON REUTERS	Purchase of access to ISI Web of Science platform with sub-databases by Thomson Reuters Scientific	84,859.65 €
5	Neg Art 134 1b	Bartlett Media Ltd	Annual Subscription to EU Food Policy	20,000.00 €
6	Neg Art 134 1b	Politico sprl	COMMS/2017/PO05 - Subscription to Politico Pro Agri and Food 2017/2018	19,763.00 €
7	Neg Art 134 1b	LinkedIn Ireland	Professional network services	not applicable (interagency call)
8	Neg Art 134 1b	GARR	Convezione per i servizi di Connettività alla rete GARR	226,467.00 €
9	Neg Art 134 1i	Kapellmann und Partner	Legal assistance for the defence of EFSA in a proceeding before the General Court of the EU	25,000.00 €
10	Neg Art 134 1i	Kapellmann und Partner Rechtsanwälte	legal assistance for the defence of EFSA in proceedings before the General Court of the European Union	34,000.00 €

Table 39. Time to grant

Procedure Title	Procedure reference	Deadline for applications	Signature of award decision	Grant Agreement signature date	Committed amount	Art 128 2 a (E-D)	Art 128 2 b (F-E)
Partnering projects: Grants to stimulate joint projects among 2 or more Member States to exchange knowledge and expertise, in support of the EU risk assessment agenda priorities. Such projects shall maximise return of existing risk assessment capacity in Member States, in order to strengthen Europe's capacity in food safety risk assessment.	GP/EFSA/AFSCO/2017/01	15/09/2017	25/10/2017	22/11/2017	57,840.90 €	40	28
		15/09/2017	25/10/2017	22/11/2017	99,700.00 €	40	28
		15/09/2017	25/10/2017	22/11/2017	46,416.15 €	40	28
		15/09/2017	25/10/2017	04/12/2017	81,463.20 €	40	40
		15/09/2017	25/10/2017	04/12/2017	99,766.24 €	40	40
		15/09/2017	25/10/2017	30/11/2017	100,000.00 €	40	36
		15/09/2017	25/10/2017	04/12/2017	82,254.84 €	40	40
		15/09/2017	25/10/2017	22/11/2017	100,000.00 €	40	28
		15/09/2017	25/10/2017	22/11/2017	98,663.51 €	40	28
Fellowship Programme - grant call for fellow hosting sites	GP/EFSA/AFSCO/2016/02	24/02/2017	30/05/2017	11/06/2017	27,799.20 €	95	12
		24/02/2017	30/05/2017	11/06/2017	27,799.20 €	95	12
		24/02/2017	30/05/2017	11/06/2017	27,799.20 €	95	12
		24/02/2017	30/05/2017	06/06/2017	28,085.20 €	95	7
		24/02/2017	30/05/2017	20/07/2017	33,919.60 €	95	51
		24/02/2017	30/05/2017	11/07/2017	33,919.60 €	95	42
		24/02/2017	30/05/2017	11/06/2017	27,799.20 €	95	12
		24/02/2017	30/05/2017	14/06/2017	30,745.00 €	95	15
		24/02/2017	30/05/2017	14/06/2017	30,745.00 €	95	15
		24/02/2017	30/05/2017	14/06/2017	30,745.00 €	95	15
		24/02/2017	30/05/2017	05/06/2017	33,919.60 €	95	6
		24/02/2017	30/05/2017	08/06/2017	34,663.20 €	95	9
		24/02/2017	30/05/2017	08/06/2017	24,882.00 €	95	9
		24/02/2017	30/05/2017	27/06/2017	24,882.00 €	95	28
		24/02/2017	30/05/2017	12/07/2017	35,521.20 €	95	43
Thematic grant	GP/EFSA/AFSCO/2017/04	25/10/2017	06/12/2017	15/12/2017	314,503.29 €	42	9
Collection of data and information in Balearic Islands on biology of vectors and potential vectors of <i>Xylella fastidiosa</i>	GP/EFSA/ALPHA/2017/01	11/09/2017	26/10/2017	16/11/2017	200,000.00 €	45	21

Procedure Title	Procedure reference	Deadline for applications	Signature of award decision	Grant Agreement signature date	Committed amount	Art 128 2 a (E-D)	Art 128 2 b (F-E)
Entrusting support tasks in the area of Plant Health (FPA)	GP/EFSA/ALPHA/2017/02 FPA	29/09/2017	20/11/2017	27/11/2017	NA	52	7
		29/09/2017	20/11/2017	21/11/2017	NA	52	1
		29/09/2017	20/11/2017	27/11/2017	NA	52	7
		29/09/2017	20/11/2017	22/11/2017	NA	52	2
		29/09/2017	20/11/2017	01/12/2017	NA	52	11
		29/09/2017	20/11/2017	27/11/2017	NA	52	7
		29/09/2017	20/11/2017	27/11/2017	NA	52	7
		29/09/2017	20/11/2017	22/11/2017	NA	52	2
		29/09/2017	20/11/2017	22/11/2017	NA	52	2
Tasking Grant for WGS : Bioinformatician	GP/EFSA/BIOCONTAM/2017/01	02/10/2017	23/10/2017	06/12/2017	100,000.00 €	21	44
Thematic grant	GP/EFSA/AFSCO/2017/03	25/10/2017	24/11/2017	30/11/2017	375,000.00 €	30	6
Framework Partnership Agreement: Tasking grant Preparation of Authority's conclusions and reasoned opinions (Framework grant agreements with organisations in the article 36 list and designated as Member State competent Authorities under article 75 of Regulation (EC) No 1107/2009	FPA/GP/EFSA/PRAS/2017/02	13/10/2017	24/11/2017	01/12/2017	NA	42	7
		13/10/2017	24/11/2017	04/12/2017	NA	42	10
		13/10/2017	24/11/2017	24/11/2017	NA	42	0
		13/10/2017	24/11/2017	30/11/2017	NA	42	6
		13/10/2017	24/11/2017	04/12/2017	NA	42	10
Thematic grant methods and systems for the identification of emerging risks	GA/EFSA/AFSCO/2016/01-LOT 1	06/11/2016	18/11/2016	09/02/2017	368,301.12 €	12	83
AVERAGE						61	19

