



# **PROGRAMMING DOCUMENT 2016-2018**

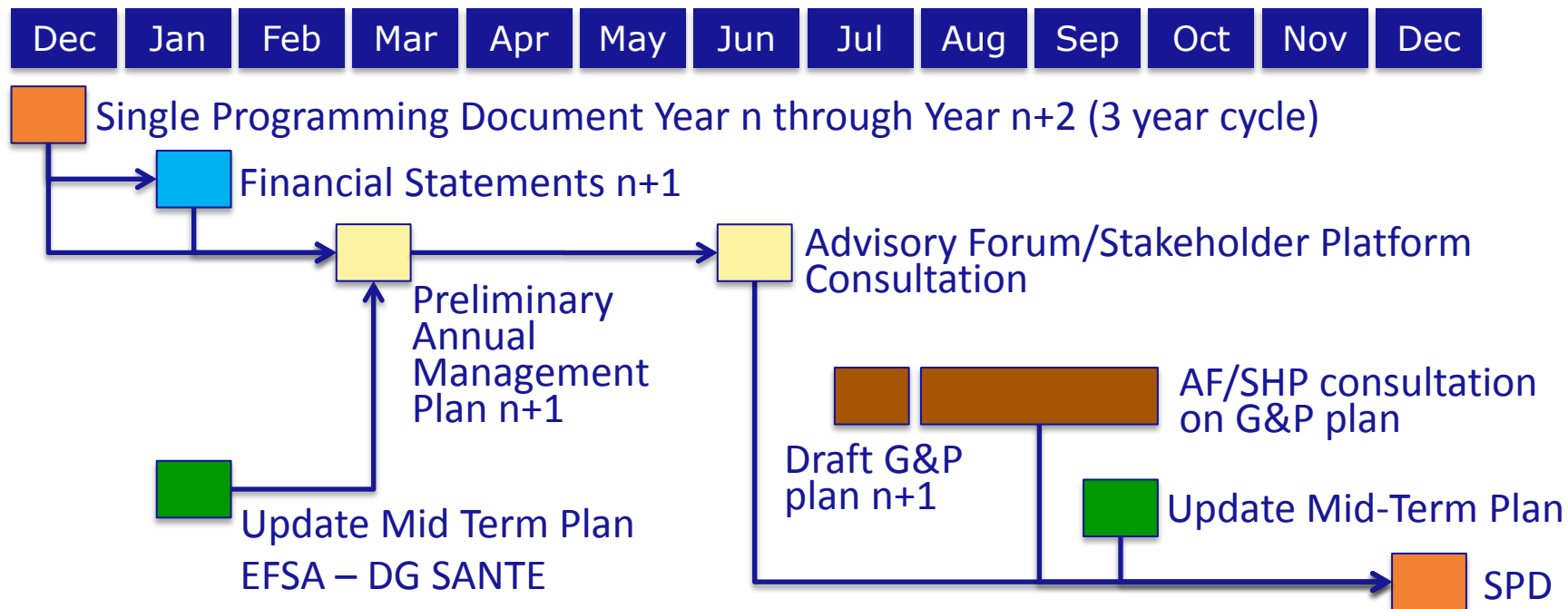
**Management Board Meeting  
3 December 2015**

# PRESENTATION SUMMARY

- ❑ SPD: process, structure, content and approach
- ❑ MAP 2016-18: multiannual initiatives, activities and objectives
- ❑ AMP 2016: activities and resources
- ❑ Budget and establishment plan 2016
- ❑ Resource evolution until 2018

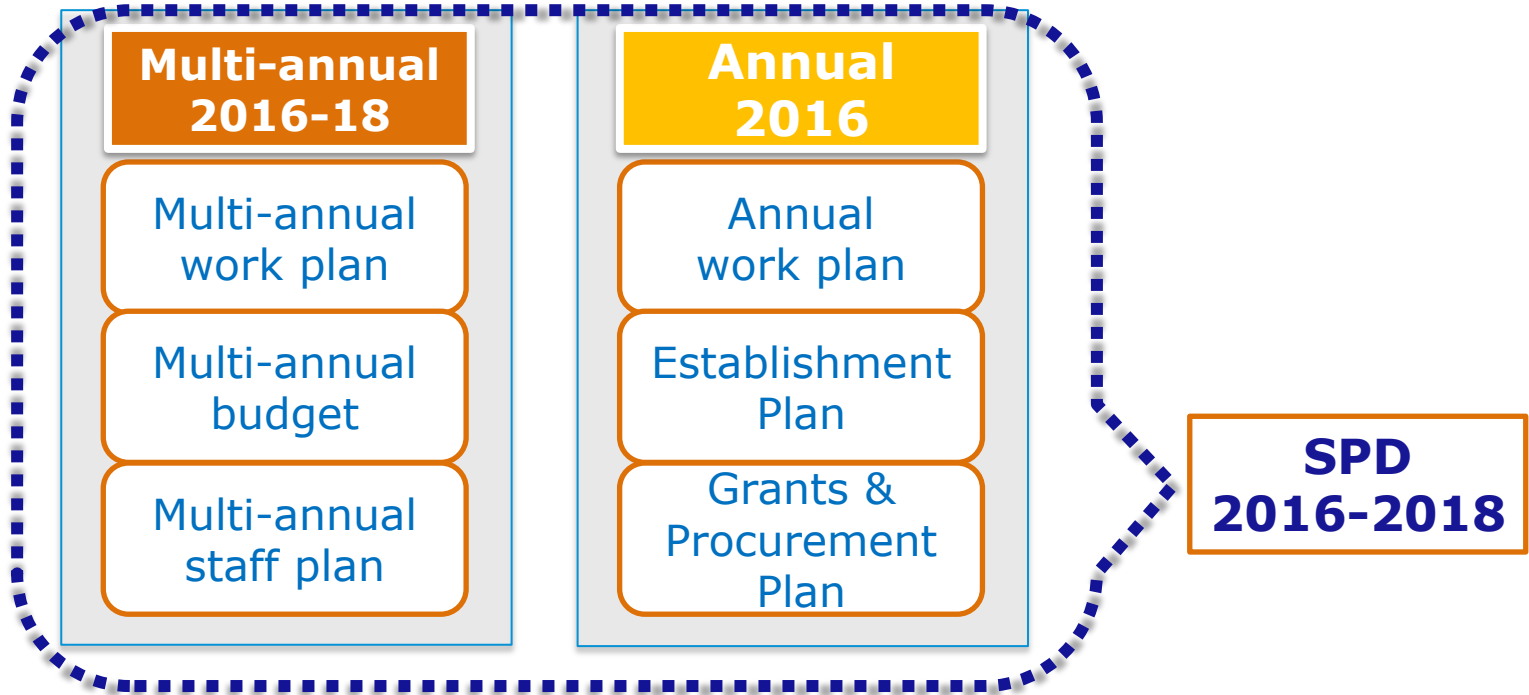
# SPD - PROCESS

## Integrates planning and governance



## SPD - structure

### Lays down a multi-annual work plan



# SPD - CONTENT

**FIT for  
PURPOSE**

**SUSTAINABILITY**

**TRUST**

**STRATEGIC  
OBJECTIVES**

Projects

Projects

Projects

Projects

**MULTI  
ANNUAL  
PROJECTS**

**A1 - Scientific Advice**

**A2 - Regulated products**

**A3 - Data collection & scientific cooperation**

**A4 - Communication & dialogue**

**A5/6/7 - Governance, Support & Coordination**

**CORE  
ACTIVITIES**

## SPD – CONNECTION WITH STRATEGY 2020

### SPD 2016-18: an intermediate situation

SPD deadlines in advance of strategic planning for the same period

Mitigations to ensure coordinated planning:

- Verify 2016 impact of multi-annual projects and verify business case fit for purpose
- Avoid over-specification of multi-annual plan projects not yet approved with the 2016-2020 strategy

# SPD – KEY MULTIANNUAL INITIATIVES 2016-18

**Fit for  
Purpose**

**Prometheus  
Matrix  
Information Governance  
Quality**

**Trust**

**Tera  
EFSA Journal  
Online Presence  
Development**

**Data Warehouse  
Open Scaie  
Talent Management  
Step 2018**

**Sustainability**





# ANNUAL MANAGEMENT PLAN 2016

## SCIENTIFIC ADVICE

13.3 M€  
 (2%)  
 75 FTE  
 (3%)

## DATA & COOPERATION

22.5 M€  
 (0%)  
 97FTE  
 (-1%)

## REGULATED PRODUCTS

20.6 M€ (+1%)  
 131 FTE (-1%)

## COMMUNICATION AND DIALOGUE

6.7 M€  
 (-1%)  
 38 FTE (0%)

## GOVERNANCE, SUPPORT & COORDINATION

16.2 M€  
 (-2%)  
 110 FTE  
 (-1%)



## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 1 Risk Assessment and Scientific Advice

- Improve **preparedness** for timely responses to urgent requests
- Continue to work on general health and safety **priorities** identified by Risk Managers and EFSA panels
- Develop **harmonized risk assessment methodologies and guidance**



## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 2 Regulated Products

- Improve **services** in the area of regulated products
- Work on **re-evaluation** of authorised food additives, food flavourings, feed additives, GMO elapsed authorizations
- Continue **Guidance** review
- Reduce the **backlog** regarding MRL review

## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 3 Data Collection & Scientific Cooperation

- Deliver priority projects of the Information Programme for data accessibility
- Continue Scientific Cooperation Roadmap 2014-16 (training & fellowships and thematic grants)
- Adopt the shared EU risk assessment agenda

## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 4 Communication and Dialogue

- 
- Build International platform to discuss and exchange experience in risk communications
  - Increase EFSA's engagement with external stakeholders
  - Measurement tool for reputation and impact of EFSA's work
  - Closer relations with EU institutions - Liaison Office

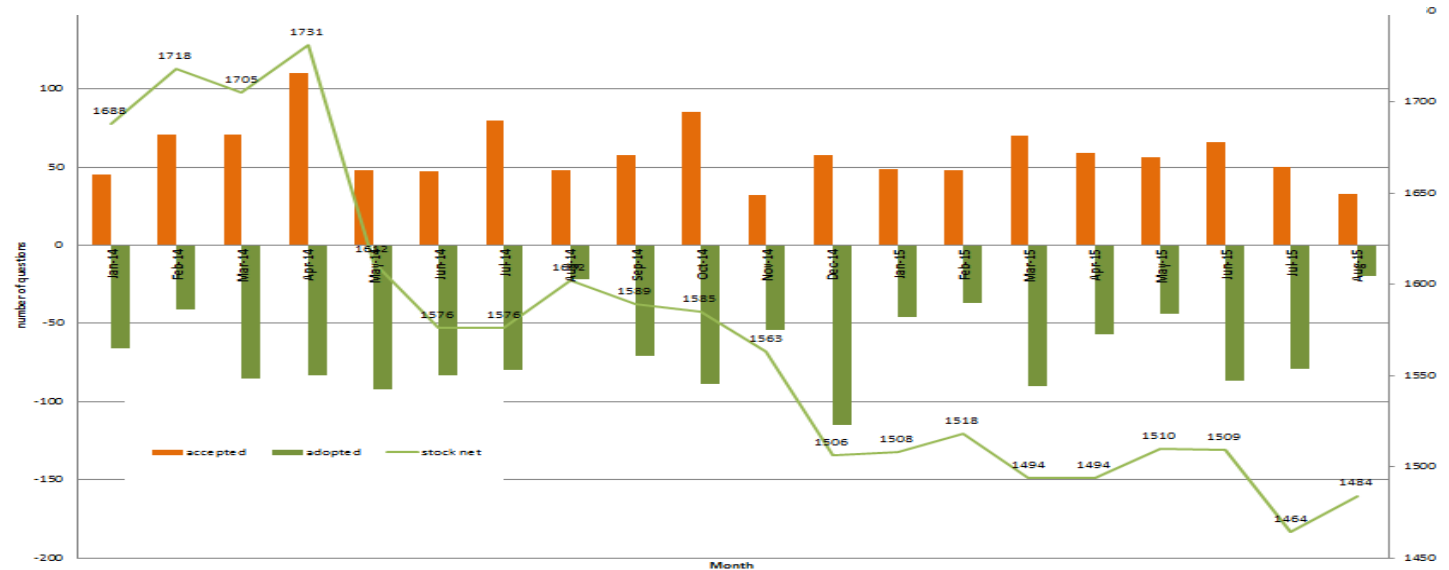
# SPD MULTIANNUAL EVOLUTION

## Drivers for resource allocation:

- Decreasing **posts**: -7 FTEs in 2017 and -4 in 2018
- Stable **budget**: ~79.5 M€
- Stability of posts in **Activity 2** after 2015 increase for backlog reduction; increased availability of resources
- **Transformation projects** stable at ~ 10-12% of budget – to be reviewed after EFSA 2020 strategy adoption
- Efficiency gains to implement a +1%/year ratio operations FTEs/support FTEs

# WORKLOAD 2016

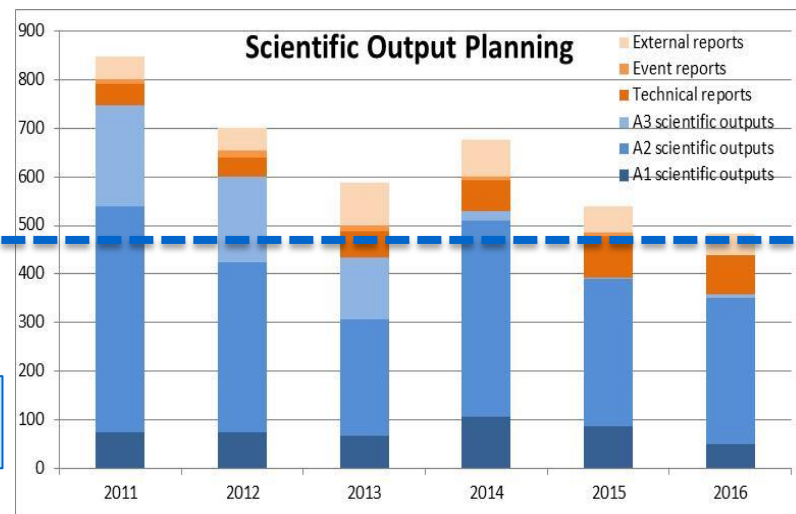
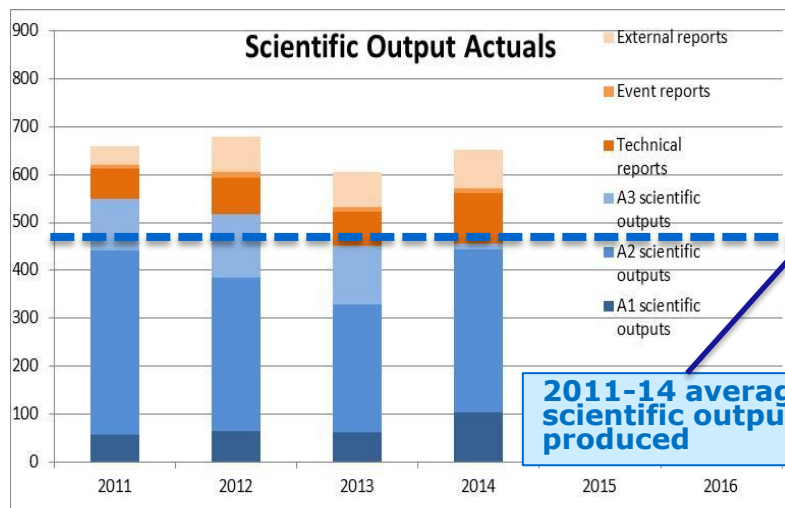
## Multiannual evolution of questions



Surce: RAW as of October 31st

# SPD – KEY FIGURES AND TRENDS

## Scientific output trends



Scientific Outputs

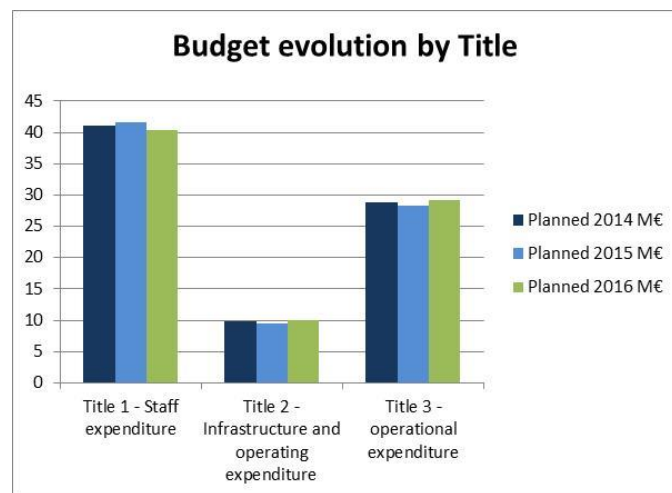


Technical reports and supporting publications



# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Title

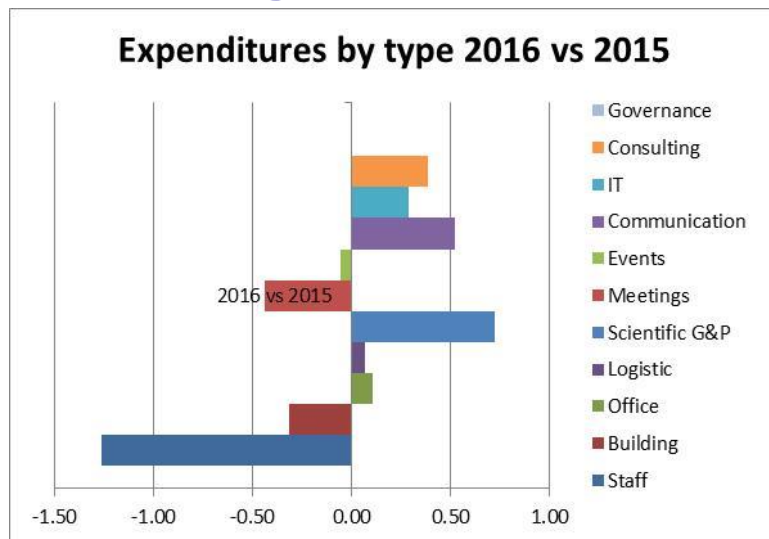


EFSA's Budget Titles	Planned 2014	Planned 2015	Planned 2016
	M€	M€	M€
Title 1 - Staff expenditure	41.07	41.67	40.25
Title 2 - Infrastructure and operating expenditure	9.86	9.55	9.92
Title 3 - operational expenditure	28.77	28.35	29.08
<b>Total</b>	<b>79.70</b>	<b>79.57</b>	<b>79.24</b>

- Title 1 reduction (-1.3€M) reallocated to Title 2 (0.4€M mainly IT) and Title 3 (0.9€M mainly Scientific G&P and COMMS)

# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Type

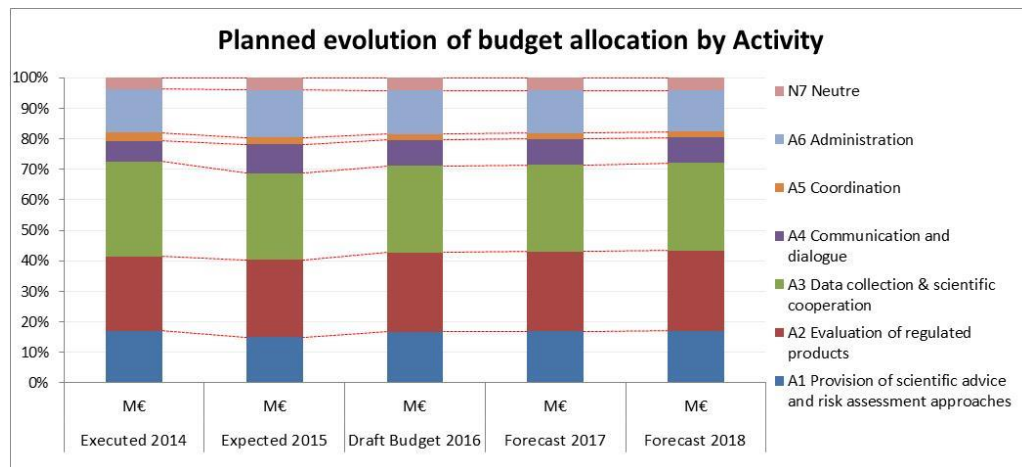


EFSA's Cost Types	Planned 2015	Planned 2016	2016 vs 2015
	ME	ME	ME
Staff	41.67	40.24	-1.43
Building	5.80	5.49	-0.32
Office	0.97	1.08	0.11
Logistic	1.82	1.88	0.06
FP & TG	2.02	3.22	1.20
G&P	7.03	6.55	-0.48
Scientific G&P	9.05	9.77	0.72
Meetings	8.75	8.31	-0.44
Events	1.03	0.97	-0.06
Communication	0.97	1.50	0.52
IT	8.76	9.04	0.29
Consulting	0.65	1.04	0.38
Governance	0.11	0.10	-0.01
<b>Total</b>	<b>79.58</b>	<b>79.41</b>	<b>-0.17</b>

- Staff costs reduction (-1.4€M) and energy savings (-0.3€M) transferred to G&P (0.7€M), IT (0.3€M), Comms (0.5€M) and Consulting (0.4€M)

# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Activity

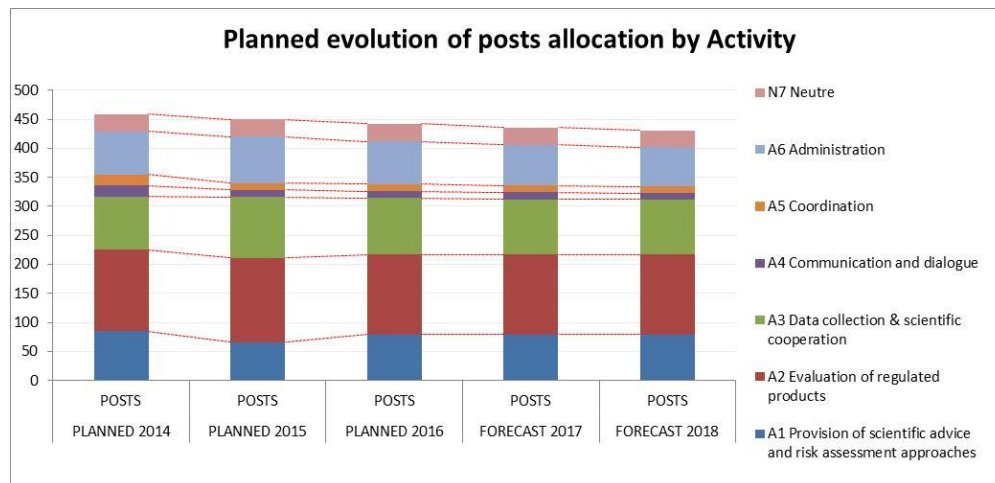


Activities	Executed 2014	Expected 2015	Draft Budget 2016	Forecast 2017	Forecast 2018
	MC	MC	MC	MC	MC
A1	13.49	11.86	13.33	13.43	13.51
A2	19.45	20.22	20.57	20.86	21.02
A3	24.64	22.62	22.54	22.49	22.76
A4	5.44	7.49	6.74	6.74	6.74
<b>Operations</b>	<b>63.02</b>	<b>62.19</b>	<b>63.17</b>	<b>63.52</b>	<b>64.03</b>
A5	2.17	1.83	1.53	1.54	1.45
A6	11.34	12.31	11.38	11.18	10.8
A7	2.93	3.24	3.33	3.32	3.29
<b>Support</b>	<b>16.44</b>	<b>17.39</b>	<b>16.24</b>	<b>16.05</b>	<b>15.54</b>
<b>Total</b>	<b>79.46</b>	<b>79.58</b>	<b>79.41</b>	<b>79.57</b>	<b>79.57</b>

- Activity budget mostly stable in 2016-18 period: operations/support ratio from 63.2/16.2 to 64.0/15.6

# SPD – KEY FIGURES AND TRENDS

## Posts distribution by activity



Activities	Executed 2014	Expected 2015	Draft Budget 2016	Forecast 2017	Forecast 2018
	FTEs	FTEs	FTEs/POSTS	POSTS	POSTS
A1	80	62	75/79	79	78
A2	129	135	131/138	138	137
A3	85	98	92/97	95	95
A4	34	36	38/40	39	38
<b>Operations</b>	<b>328</b>	<b>331</b>	<b>336/354</b>	<b>351</b>	<b>348</b>
A5	17	11	11/12	12	12
A6	73	75	70/74	70	68
A7	27	28	29/31	30	30
<b>Support</b>	<b>117</b>	<b>114</b>	<b>110/116</b>	<b>112</b>	<b>111</b>
<b>Total</b>	<b>445</b>	<b>445</b>	<b>447/470</b>	<b>463</b>	<b>459</b>

- Operations posts +1% in 2016. Stabilisation of operations post to 76% from 2017

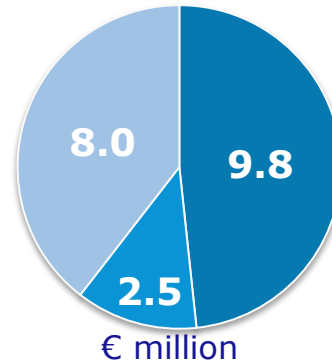
# FINANCING DECISION

## EU Financial Regulation (Art 84(2))

- (...)the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution

Grants and  
operational  
procurements

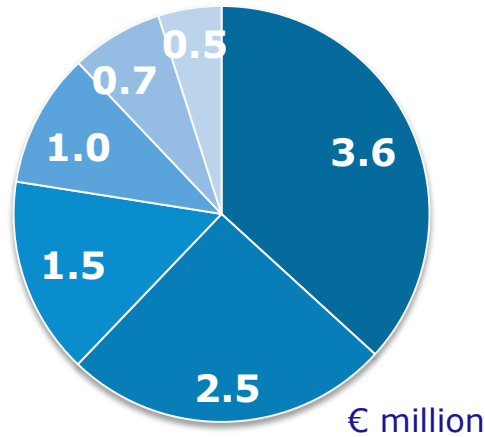
€20.2 million total



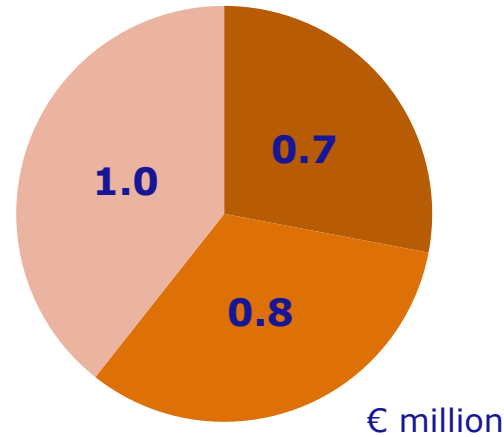
- Science programme
- Communications programme
- Operational support

# FINANCING DECISION

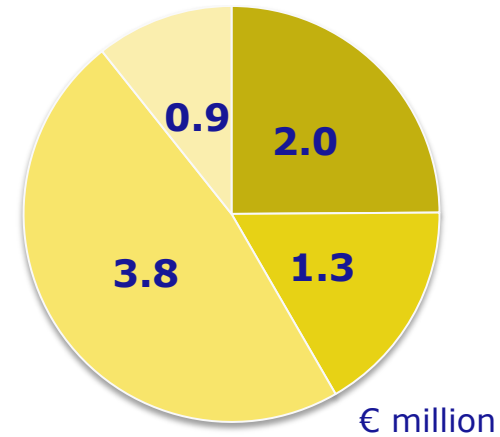
## Grants and operational procurements



- Open calls
- Existing FW contracts
- Thematic grants
- National Focal Points
- Fellowship programme



- Communication processes
- Communication projects
- Outreach events



- Logistic support
- IT run
- IT projects
- Organisational evolution

# PLANNING PROCESS

## Joint Planning DG & EFSA

### Successes

- 2<sup>nd</sup> mid-term planning identifies areas of focus and required preparatory work

### Challenges

- Forecast accuracy

### Opportunities

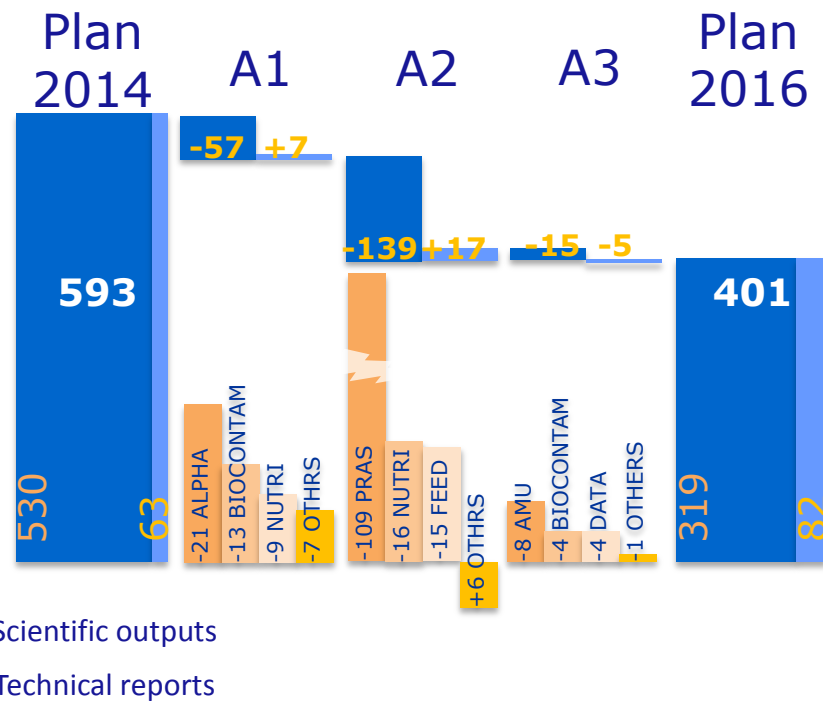
- Joint planning around emerging risk (mid-term)
- Linking a multi-annual planning process between planning teams





# SCIENTIFIC OUTPUT TARGET

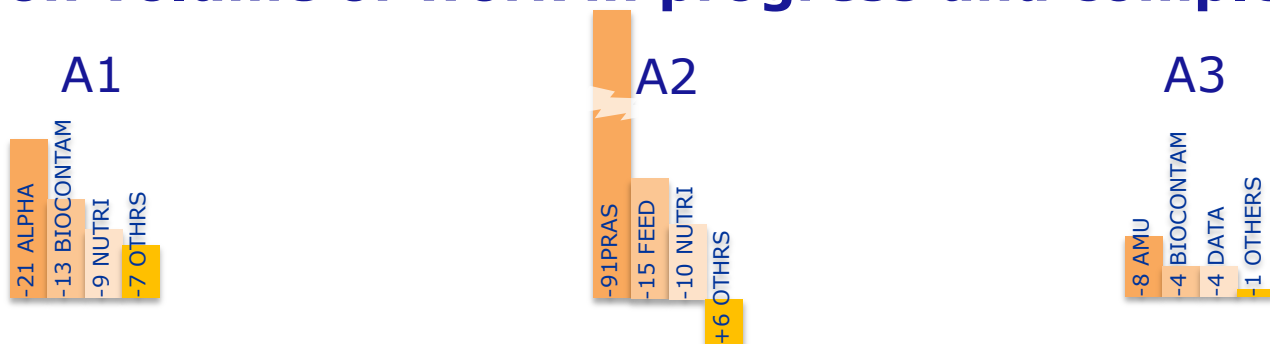
## Bridge from targets 2014 to targets 2016



- ❑ 2016 plan is 192 outputs lower than 2014 (-211 scientific reports, +19 technical reports)
- ❑ Main differences in A2 (-122) and A1 (-50)
- ❑ Total actual variance on 2014 plan has been -31 (5%); Pras actual variance 2014 has been -60 (21%)

# SCIENTIFIC OUTPUT TARGET

**Differences mainly related to multi-annual cycles on volume of work in progress and complexity**



- Alpha and Biocontam: work in progress at same level as 2014, although finalized is 34 lower. 2017 forecast to finalize 33 outputs
- Nutri: reduced request of scientific advice and reduced DR

- Pras: 28 questions grouped under single outputs. 2014 target overambitious (-47 actual variance)
- Feed: reduced amount of re-evaluations in line with mid-term plan
- Nutri: reduced amount of health claims in line with mid-term plan

- Amu: no outputs foreseen
- Biocontam: reduced amount of veterinary residues in food monitoring
- Data: in 2014 EFSA summary reports double counted under DATA (actual variance in AAR)