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## Advisory Forum

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PRELIMINARY MANAGEMENT PLAN OF THE  
EUROPEAN FOOD SAFETY AUTHORITY FOR 2008

Document providing the predicted work of the authority during 2008 both in relation  
to its annual and multi-annual work programmes

Establishment Plan 2008

*Submitted to the Management Board at its meeting of 27<sup>th</sup> March 2007*

*Done at Berlin, on 27<sup>th</sup> March 2007*

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### I Vision and Mission statement

## EFSA's Vision

1. EFSA's vision is to be globally recognised as the European reference body for risk assessment in the fields of food and feed safety, animal health and welfare, nutrition and plant protection and plant health.

## Mission statement

2. EFSA is the keystone of the EU system of risk assessment for food and feed safety. Its scientific advice on existing and emerging risks underpins the policies and decisions of risk managers in the European Institutions and EU Member States with the objective of protecting consumer health. The Authority's most critical commitment is to provide objective and independent advice and clear communication grounded in the most up to date scientific information and data available.
3. The Authority is committed to the core standards of scientific excellence, openness, transparency, independence and responsiveness.

## How we work

4. EFSA brings together Europe's best available experts in risk assessment in the field of food and feed safety, who act in an independent capacity for an autonomous, self-governed organisation provide to the European Community, Member States and the European Parliament with scientific advice of the highest standards.
5. EFSA works closely with national food safety agencies and in open consultation with its stakeholders, proactively seeking input, ensuring the transparency of its procedures and exchanging information with international partners. This puts EFSA in a strong position to assist risk managers in developing co-ordinated and international approaches based on complete and up to date analysis.
6. EFSA is a responsive and reliable source of support for decision makers. The Authority undertakes to respond proactively to urgent issues and emerging risks and EFSA's programming will continue to evolve and adapt in line with the priorities and needs of risk managers.
7. Communicating on risks associated with the food chain is a key part of EFSA's mandate. EFSA strives to ensure all interested parties receive timely, reliable, objective and meaningful information based on the results of its scientific work, in liaison with national food safety authorities and stakeholders and taking account of the needs of different audiences.
8. EFSA will continue working independently, openly and transparently to deliver the best possible scientific advice and therefore contribute to strengthen the European food and feed safety system.

## II Overview

9. This 2008 plan is a part of the Multi-annual 2008-2010 plan in which four activities have been identified for EFSA:
  - Provide scientific opinions and advice to the European Institutions and the Member States.
  - Enhance risk assessment methodologies in Europe.
  - Communicate scientific advice and dialogue with interested parties.
  - Manage and provide administrative support.
10. In 2008 EFSA's main roles will be the provision of risk assessment and other scientific advice to underpin the EU food and feed safety system and communicating on its findings. In 2008 EFSA will still be a growing organisation at a crucial stage of its establishment as it expands its activities to be able to fully deliver its mandate as established in its Founding Regulation. The 6 key recommendations adopted by the Management Board in 2006 following an independent evaluation of EFSA will continue to guide EFSA's work.

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11. At the same time, the policy framework within which EFSA operates and legislative requirements placed on EFSA will continue to evolve. EFSA will ensure that it is aware and able to anticipate any changes to the policy or regulatory framework which may have an impact on its work.
12. In addition there will be new challenges to face as new risks emerge or new technological advances are made requiring assessment. EFSA has to be vigilant to new risks and able to provide risk managers in the EU with timely information so that risk mitigation activities can be considered by risk managers at the right time. For these reasons in 2008 EFSA will continue to assess and reassess its priorities throughout the year as new issues arise while at the same time build its activities to identify emerging risks and put in place procedures to respond quickly to urgent questions.
13. It is also anticipated that the legislative demands on EFSA will continue to grow in 2008 eg in relation to pesticides, plant health, nutrition, food improving agents and EFSA will have to align these new requirements with the priorities for other work and with the financial and other resources available to it. Looking ahead it is possible to identify into 2008 such new challenges as nanoparticles in food, questions concerning the safety of food from cloned animals etc.
14. EFSA has to continue to be able to deliver appropriate scientific advice in all areas of its remit : biohazards, contaminants, plant and animal health and welfare, genetically modified organisms, dietetic products, nutrition and allergies, food additives, flavourings, processing aids and materials in contact with food, additives and products or substances used in animal feed and plant protection products and their residues which means that EFSA must streamline its efficiency and productivity, looking at how it can work with its resources and enable the members of the Scientific Committee and Panels to carry out their work with appropriate support.
15. EFSA is very aware of its responsibility to ensure that the European Commission, the European Parliament and Member States and other risk managers have access to the best available scientific advice at the right time and EFSA will continue to be accountable and directly valuable to the system for food and feed law. EFSA will work closely with its institutional partners to ensure that it is delivering scientific advice which is relevant and useful to the process of forming risk management measures, and will make itself available to assist with matters that may arise in its areas of competence in the European Parliament and in the Council of Ministers.
16. To be authoritative, EFSA has to be known and its scientific assessment work robust and open to scrutiny. EFSA will continue to strengthen its procedures for internal and external review of its scientific work in 2008.
17. In 2008 EFSA will continue to place great emphasis on building and enhancing its cooperation and networking with the national authorities to share and exchange data and scientific information and also to work collaboratively on matters of joint interest. This will be undertaken through the Advisory Forum in cooperation with the Scientific Committee. It is anticipated that the national authorities will have created by 2008 EFSA focal points in each Member State in order to facilitate these exchanges. Cooperation with the national agencies therefore will continue to be a top priority for EFSA in 2008 and there will be specific projects to ensure the full participation of the new Member States.
18. In 2008 EFSA will further develop its cooperation with international organisations, agencies in non – EU countries and continue to develop its programmes with neighbouring EU states and in particular candidate states.
19. EFSA will work with Stakeholders during 2008 developing and implementing the stakeholder strategy that it is anticipated will have been adopted in 2007. Open dialogue with stakeholders assist build the confidence of EFSA's work with its stakeholders and enables EFSA in understanding the concerns of stakeholders and consumers.
20. Through the implementation of its Communications Strategy adopted by the Board of EFSA in 2006, EFSA will focus on building visibility for EFSA's mission and scientific expertise; enhance the clarity and relevance of EFSA risk communications and promote coherence in risk communications across the Community.

21. EFSA will also work to further enhance its internal systems to manage and promote the principles of transparency, integrity, openness and independence. 2008 will be a year of consolidation with several administrative challenges to manage the growing human resources and to fully implement the internal control standards in order to reach a sound financial management.

## **II.1 Executive Director's Statement**

22. EFSA's Work Programme for 2008 is shaped by a number of priorities flowing from our ongoing work in the fields of food and feed safety, animal health and welfare, nutrition and plant health.
23. EFSA will continue to work on providing scientific advice with respect to risks in fields with an established history of legislation and management measures. This covers our work on specific regulated substances, such as additives in food and feed, GMOs and pesticides. It also covers risks related to BSE, avian influenza, and those linked to animal health and welfare and plant health.
24. We will carry out a number of new scientific tasks to support the European Commission and its services, in the field of nutrition. Our workload in this area is set to grow further in 2008, and outputs will include opinions on the scientific reliability of new health and nutrition claims on foods based on individual applications and scientific advice to the Commission on establishing a positive list of permitted health claims in the EU.
25. Naturally, our programming will continue to evolve and adapt to reflect developments in the EU policy environment, responding to the priorities and needs of risk managers in the Commission, other EU Institutions and Member States. EFSA will continue to be a reliable source of support for decision makers who count on us to deliver complete and timely analytical information on which to base their policies and decisions.
26. EFSA must also continue to anticipate and prepare for future challenges and newly emerging risks. That is why we have been focusing on monitoring and identifying emerging risks by working with national food safety authorities and sharing information with other international partners. This puts us in a strong position to assist risk managers in developing co-ordinated policies based on the best available data. We are also working with Member States on a number of priority projects including harmonization of risk assessment methodologies .
27. Communicating on risks associated with the food chain is a key part of EFSA's mandate, and we will continue striving to ensure all interested parties receive timely, accurate and objective information based on our scientific results, in liaison with national food safety authorities and stakeholders and taking account of the needs of different audiences.
28. To tackle all these tasks, EFSA will be helped by a new structure designed to adapt the organisation to present and future needs and priorities. The creation of the two new departments of science will be effective and EFSA will continue to actively recruiting to work towards meeting the demanding target of 335 regular staff by the end of 2008.
29. EFSA's overall approach will continue to be guided by the Management Board recommendations adopted in June 2006. As in 2007, strong and active cooperation with national agencies in the Member States continues to be a top priority for EFSA in 2008.

## **II.2 General Objectives**

### **II. 2.1 Provide scientific opinions and advice to the European Commission, the European Parliament and the Member States**

30. One of the general objectives of EFSA's Science Directorate is to provide the European Commission, the European Parliament and the governments of European Member States with timely delivered scientific opinions and advice of the highest achievable quality in support of risk management decisions which are aimed at improving the health and safety of European citizens.
31. The objectives of EFSA's 9 Scientific Panels (AFC, AHAW, BIOHAZ, CONTAM, FEEDAP, GMO, NDA, PLH and PPR) and its Scientific Committee are to achieve the most up-to-date scientific level of their opinions and advice and to deliver any advice within a time frame suitable to the requestor of the advice. The assistance of the Panel Support Units of the Risk Assessment Department, the respective Units of the Scientific Cooperation and Assistance Department and the SC/AF Unit, are indispensable to achieve these objectives. The scientific work will be carried out, as appropriate, in close cooperation with Member States' experts and national institutions.

### **II. 2.2 Enhance risk assessment methodologies in Europe**

32. In order for EFSA to develop scientific opinions and advice of the highest achievable scientific level and of an undisputed sound quality it should ensure that its work approaches and methodologies are based on the newest international scientific developments. In order to achieve this goal, the second general objective of EFSA's Science Directorate is the development and promotion of new and harmonised approaches and methodologies for hazard and risk assessment in the area of food and feed safety, plant health and protection and animal health and welfare. To this end, EFSA will further reinforce its strategy for cooperation and networking with Member States' institutions and national experts. It will closely involve the Scientific Committee, the Scientific Panels and the Advisory Forum.

### **II. 2.3 Communicate scientific advice and dialogue with interested parties**

#### ***II. 2.3. 1 Advisory Forum***

33. The Advisory Forum will continue providing advice to EFSA on its scientific matters, on priorities and its work programme. It will continue building a strong cooperative networking between EFSA and the national food agencies and authorities working in the fields of risk assessment and risk communication. The Advisory Forum members –or the national focal points- will play a pivotal role as provider of information and data essential for scientific assessments, in particular exposure assessments. The information exchange agreement signed in 2006 will have been fully implemented in 2007 and will be fully functional in 2008. Consequently, EFSA's various data bases will be rich not only a invaluable source for EFSA but for all Member States. Scientific cooperation, while essentially implemented in 2007, need further expansion in 2008 in a way beneficial for both the Member States and EFSA's Scientific Committee and Panels. EFSA will invest adequate resources in the Scientific Cooperation Unit of the SCA Department to assist both the Panels/SC and the Member States' national focal points or Forum members to achieve the cooperation objective.

#### ***II. 2. 3. 2 Crisis***

34. The overall objective is to be responsive in times of a food or feed crisis with the objective of providing scientific information, data and advice to risk managers to enable mitigating risk management decisions to be made in time and to communicate on these to ensure interested parties and informed.

### ***II. 2. 3. 3 Communications***

35. The overall purpose of EFSA communications is to provide appropriate, consistent, accurate and timely communications on food and feed safety issues, to all interested parties and stakeholders and to the public at large, based on the Authority's risk assessments and scientific expertise. EFSA will continue to implement a communications strategy approved by the Management Board in 2006 focusing on three key themes: Co-operation & Coherence, Simplicity and Visibility.

### ***II. 2. 3. 4 Relations with the EU Institutions***

36. To ensure that EFSA's work is relevant, timely responsive, accurate and understood within the EU institutions

#### Parliament

37. EFSA will continue to ensure that the European Parliament and relevant EP Committees are provided with high quality scientific and technical advice on matters within the remit of EFSA that the relevant Committees will be considering in the course of 2008 and in the context of the legislative decision-making process at the EU level.
38. In the context of the budgetary procedure, EFSA will ensure that the European Parliament as budgetary authority is provided with any information that the concerned EP Committees might need in the context of the budget and discharge of the budget of EFSA.

#### Council of Ministers and Member States

39. EFSA will ensure that the Council is provided with high quality scientific and technical advice on matters within the remit of EFSA that the Council will be considering in the context of the legislative decision-making process. Equally, the Authority will continue to assist the EU Presidencies in the programme of activities in common areas of interests that will take place during the terms of their presidencies.

#### European Commission

40. The Authority will ensure close cooperation between EFSA and the European Commission at all levels. EFSA will ensure a proactive and close dialogue with the Commission's services in the context of the risk assessment and risk communication activities carried out by EFSA.
41. EFSA will ensure that high quality scientific and technical advice is provided to the risk managers in a timely manner. EFSA will continue to support the Commission in its Codex Alimentarius work.

#### Economic and Social Committee (ECOSOC) and the Committee of the Regions

42. The Authority will ensure will ensure a proactive and close dialogue with the ECOCOC and the Committee of the Regions in the context of the risk assessment and risk communication activities carried out by EFSA.

#### Stakeholders

43. The Authority will ensure that there is an open and direct dialogue with stakeholders. Stakeholder will be involved in the activities of EFSA and given the opportunity to input EFSA's work via public consultations, attendance of meetings organized by EFSA and via the Stakeholder Consultative Platform. Open and close dialogue with stakeholders will be equally ensured by technical meetings and bilaterals with stakeholders groups.

#### International Activities

44. The overall objective is for EFSA to become globally recognized as the reference for risk assessment on food and feed safety, including animal health and welfare, nutrition, plant protection and plant health.

#### Wider Europe – The Accession countries and Neighbourhood countries

45. EFSA aims at building the understanding of its activities in the acceding and candidate countries, preparing them for accession and in the wider Europe while building close collaborative activities.

EFSA in Italy

46. EFSA seeks through bilateral meetings involving municipal, provincial, regional and national authorities, academia and other key organisations to build a close and open dialogue to facilitate the integration of EFSA and its staff into Parma to the mutual benefit of all.
47. The overall objective is to assess and plan with the local authorities the most mutually acceptable solutions to issues that may arise linked to the settlement of EFSA in Parma in particular transport and accommodation and so that EFSA may carry out its core activities and avoid any negative impact on the area through its activities.

**II. 2.4 Manage and provide administrative support**

Management Board

48. The overall objective of the Management Board for 2008 will be to continue to steer EFSA through its final growth and establishment phases to ensure that it is managed appropriately and that it fulfils its legislative mandate.
49. The Board will continue to focus on the development of EFSA's long and medium term strategy to ensure that it becomes globally recognised as the EU reference for food and feed safety, nutrition plant health and animal health and welfare.

Administration

50. The overall objectives in the administration area are :
  - to provide efficient support to the other Directorates,
  - to create an efficient and interesting working environment,
  - to develop sound financial management and control environment,
  - to improve EFSA's reporting.
51. All Units in the Administration Directorate will contribute to these objectives.
52. Human Resources: The Human Resources department will contribute to create an efficient and interesting working environment, by enhancing the quality of EFSA's human resources management.
53. Legal: The Legal Unit will improve the control framework in accordance with the Authority's regulations by supporting the other Units work.
54. Finance: The Finance Unit will contribute to disseminate the sound financial management principles among EFSA's staff.
55. IT: IT Unit will continue to enhance the reporting tools for all Directorates and to provide systems that boost staff productivity and help save costs.
56. Facilities: Facilities will continue to improve EFSA's working environment with the great challenge of finalising the project of EFSA's final Seat.
57. Accounts: The Accountant will continue to enhance the reporting tools and will improve EFSA's system by preparing the migration to ABAC (budget and accounting system).
58. Audit: The Auditor will participate to the improvement of the management systems by performing his work programme and following up EFSA's progress on the implementation of the Internal Control Standards.

## **II. 3 Priorities Statement**

### **II. 3.1 Provide scientific opinions and advice to the European Commission, the European Parliament and the Member States**

#### **Scientific Committee**

59. The Scientific Committee's main priority will be to provide advice on: (i) emerging issues which need to be addressed, (ii) priorities for scientific projects in the short term and long term work programmes, (iii) options for close cooperation with national institutions and experts, and (iv) general work approaches and harmonisation issues. To that end the Scientific Committee will play a co-ordination role in the establishment of an action plan in the context of EFSA's strategy for co-operation with Member States. In addition the Scientific Committee will address cross-cutting scientific issues which are aimed at the development and implementation of new or harmonised risk assessment approaches in EFSA's scientific work.
60. The Scientific Committee will address cross-cutting scientific issues which are aimed at the development and implementation of new or harmonised Risk Assessment approaches in EFSA's scientific work. The Scientific Committee will also play a co-ordination role in the establishment of a scientific work programme in the context of EFSA's strategy for co-operation with Member States

#### **Panels**

##### ***AFC Panel***

61. The Panel on food additives, flavourings, processing aids and materials in contact with food will deal with questions of safety in the use of these agents; with associated subjects concerning the safety of other deliberately added substances to food and with questions related to the safety of processes. More specifically the panel will put emphasis on food additives and food supplements and any urgent question from the Commission. In addition, the Panel will make all efforts to effectively communicate the output of its work to the target audiences.

##### ***AHAW Panel***

62. The Panel on animal health and welfare will deal with questions on all aspects of animal health and animal welfare, primarily relating to food producing animals including fish. The AHAW Panel will continue to issue scientific opinions on requests from the Commission (mainly DG SANCO) on animal health and welfare issues. Most likely animal diseases such as Blue tongue and Avian Influenza will remain high on the priority list of the panel. In addition, the Panel will make all efforts to effectively communicate the output of its work to the target audiences.

##### ***BIOHAZ Panel***

63. The Panel on biological hazards will deal with questions on biological hazards relating to food safety and food-borne diseases including food-borne zoonoses and transmissible spongiform encephalopathies, microbiology, food hygiene and associated waste management. The panel's priorities for 2008 include progressing in the identification of approaches to address quantitative risk assessment mandates (microorganisms and prions) particularly in a timely and consistent manner taking into account Community diversity and meeting risk assessment needs and deadlines.
64. The BIOHAZ Panel is expecting new requests for scientific opinions related to the implementation of the regulations on: antimicrobial treatments for decontamination of foods of animal origin, on visual inspection in slaughterhouses and game handling establishments.
65. The BIOHAZ Panel will contribute assisting and advising on the improvement of the quality and usability of the zoonoses data including harmonisation of the analytical and diagnostic methods and evaluating the Community Annual Summary Report on Trends and Source of Zoonoses. In addition, the Panel will make all efforts to effectively communicate the output of its work to the target audiences.

### ***CONTAM Panel***

66. The Panel on contaminants in the food chain will provide scientific opinions on questions on contaminants in food and feed, associated areas and undesirable substances such as natural toxicants, mycotoxins and residues on non authorised substances not covered by another Panel.
67. The CONTAM Panel will assess the impact for public health on ergot alkaloids and heavy metals such as lead, cadmium and arsenic in foodstuffs. It is also foreseen that the mycotoxins T-2, HT-2 and nivalenol in feed will be assessed. Four new mycotoxins have been detected and the EC might ask for an opinion on the impact of these compounds on human and animal health. Furthermore, the Panel will make all efforts to effectively communicate the output of its work to the target audiences.

### ***FEEDAP Panel***

68. The Panel on additives and products or substances used in animal feed will deal with questions on safety for the animal, the user/worker, the consumer of products of animal origin, the environment and with the efficacy of biological and chemical products/substances intended for deliberate addition/use in animal feed. Specifically the Panel will manage the procedural aspects of the authorisation process of feed additives, as established under Regulation (EC) 1831/2003.
69. In addition to providing scientific opinions and advice on the authorisation of technological, sensory, nutritional, and zootechnical additives to be used in animal nutrition, the panel will identify areas relevant to the FEEDAP Panel mandate, requiring further need of information and assessment. These activities may include the development of new guidance/guidelines for the applicants. In addition, the Panel will make all efforts to effectively communicate the output of its work to the target audiences.

### ***GMO Panel***

70. The Panel on genetically modified organisms will deal with questions on genetically modified organisms as defined in Directive 2001/18/EC and Regulation 1829/2003 such as micro-organisms, plants and animals, relating to deliberate release into the environment and genetically modified food and feed including their derived products. The objective of the panel is to ensure that the assessment of GMO applications and related activities are completed within the time allowed as described in the respective Regulations.
71. The Panel will develop additional guidance on specific aspects of GMO risk assessment as needed. It will also dedicate substantial resources to bilateral meetings and cooperation with Member States' experts and to further increase the transparency of its risk assessments, including the provision of detailed responses to questions or concerns on specific GMO opinions, adopted earlier.
72. The Panel will make all efforts to effectively communicate the output of its work to the target audiences.

### ***NDA Panel***

73. The dietetic products, nutrition and allergies (NDA) panel will deal with questions related to dietetic products, human nutrition and food allergy as well as associated subjects such as novel foods. On request, the NDA Panel will also provide scientific advice to the European Commission, European Parliament and Member States. In 2008 the NDA Panel is expected to adopt several scientific opinions on nutrition and health claims. It is expected that the Panel will make major progress with the review of population reference intakes (PRI's) for energy nutrients and other substances with a nutritional or physiological effect in the context of a balanced diet.. The Panel is keen to contribute to the obesity debate with sound scientific advice, as appropriate.
74. The Panel will make all efforts to effectively communicate the output of its work to the target audiences.

***PLH Panel***

75. The Panel on Plant Health (PLH) will address an increasing number of requests for scientific assessment of plant health risks. These include organisms which can cause harm to plants, plant products or biodiversity. The Panel's specific objective is to peer review and assess those risks in order to help secure the safety of the food chain.
76. The Plant Health Panel will evaluate and develop opinions on national pest risk analyses and will carry out full pest risk assessments as requested. It is expected that the Panel will deal fully with the backlog on existing national PRA's in 2008.
77. The Panel will make all efforts to effectively communicate the output of its work to the target audiences

***PPR Panel***

78. The Panel on plant protection products and their residues will deal with questions on the safety of plant protection products for the user/worker, the consumer of treated products, and the environment. The PPR Panel will develop opinions related to unsolved scientific issues identified during the peer review of the risk assessment of the third and possibly fourth list of active substances used in Plant Protection Products in the areas of toxicology, ecotoxicology and fate and behaviour of pesticides in environment or to more generic questions. An increasing number of scientific opinions are also requested from the Commission and the PRAPeR unit on residues/ maximum residue level setting.
79. The Panel will give priority to the request for opinions from Commission and PRAPeR unit on more generic self-tasked questions or/and Guidance Documents. The Panel will make all efforts to effectively communicate the output of its work to the target audiences

***PRAPeR Unit***

80. The Pesticide Risk Assessment Peer Review Unit (PRAPeR) will remain responsible for the peer review of initial assessments carried out by rapporteur Member States on new or existing active substances used in plant protection products. PRAPeR also holds the responsibility for providing reports on the evaluation of these pesticides to the European Commission. The PRAPeR Unit will also be responsible for the peer review and provision of scientific conclusions on proposals for new or amendments of existing maximum residue levels (MRLs) and for the compilation of the Annual EU-wide Pesticide Residues Monitoring Report (provided timely finalisation of the annexes of the MRL Regulation)

***Assessment Methodology Unit***

81. The Assessment Methodology Unit will continue to support projects of panels or the Scientific Committee on public health, epidemiological, data management, and quantitative modelling aspects and data collection projects in other units, as needed.
82. The Unit will also be tasked to develop the monitoring of these agents and outbreaks as well as reporting and analyses of the data.

**II. 3.2 Enhance risk assessment methodologies in Europe**

***Scientific Committee***

83. In 2008, the development, promotion and application of new and harmonised approaches and methodologies for hazard and risk assessment in the area of food and feed safety will be addressed by the Scientific Committee and several of its working groups. Main activities will include: (i) assisting the 9 Panels by providing guidance on specific assessment approaches, (ii) close cooperation with Member States on projects of common interest, (iii) stimulating exchange of risk assessment approaches with national agencies and

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Community expert committees and Panels in order to achieve harmonised risk assessment procedures and methodologies.

84. Furthermore, the Scientific Committee will continue providing advice to EFSA on issues considered relevant for the management of the quality of EFSA's scientific work. In particular, the Scientific Committee will provide guidance and specific proposals to monitor the external and internal review of the scientific activities of EFSA.
85. The Chair and Vice-Chairs of the Scientific Committee will continue participation in EFSA's *Steering Group on Cooperation* (with members of the Scientific Committee, the Advisory Forum and EFSA) to establish and monitor the progress of a collaborative scientific programme conducted under the umbrella of the Advisory Forum with involvement of the Scientific Panels and Committee. The SC will also take the lead in a number of defined projects.

### ***Assessment Methodology Unit***

86. The Assessment Methodology Unit will further invest in models and methods for quantitative risk assessment including comprehensive statistical and epidemiological data analysis. The Unit will also be in charge of the organisation of Science Colloquia.

### ***Data Collection and Exposure Unit***

87. The Unit will further expand its activities to collect, collate, analyse and summarise relevant scientific and technical data in the field of food consumption and chemical occurrence data in food and feed
88. It will also provide in-house scientific and technical support to EFSA's Scientific Panels and Scientific Committee for their exposure assessments and contribute to the scientific development and application of new exposure assessment methodologies.

### ***Data collection on Zoonoses Unit***

89. The Zoonoses Unit will continue to collect and analyse additional information on zoonotic and biological agents, antimicrobial resistance and food-borne outbreaks in order to provide an update of the situation in the Community and information for risk assessments and risk management. To develop the monitoring of these agents and outbreaks as well as reporting and analyses of data will be an additional task.
90. Major challenges for the Unit will be to achieve harmonisation of methodology for the collection of zoonoses disease data in Member States

### ***AHAW Panel***

91. The Panel will consider a literature update on the main Animal Health diseases identified by the AHAW Panel as priority in consultation with the Commission. The Panel will elaborate on what are considered internationally priorities on Animal Health and Welfare taking into account the views of the European Technology Platform for Global Animal Health (ETGAH), other Technological platforms (i.e. FABRE: Farm Animal Breeding and Reproduction), and DG RTD.
92. The development of Risk Assessment Guidelines on Animal Welfare, which started as an EFSA self-mandate, should be finalised and adopted by 2008.

### ***FEEDAP Panel***

93. The FEEDAP Panel will establish self-tasking activities in areas relevant to its mandate aiming at further improvement of or guidance on applied assessment methods and approaches.

### **GMO Panel**

94. The Panel will continue to develop harmonised approaches and methodologies for risk assessment of GMOs in the area of food and feed safety and environmental risk assessment.

### **PPR Panel**

95. EFSA has taken over the responsibility for the development and revision of the European Guidance Documents relating to the risk assessment of pesticides. The PPR Panel was also requested by the Member States to develop Guidance Documents in scientific areas not yet covered, a first GD on operator, worker, bystander exposure to pesticides will be prepared by the Panel in 2007-2008, a second one may be started in 2008. As the resources of the Panel are very limited number of GD could be managed per year.

## **II. 3.3 Communicate scientific advice and dialogue with interested parties**

### **II. 3.3.1 Advisory Forum**

96. The AF will have regular meetings to exchange and share relevant information and views on matters of common interest in the area of food and feed safety.
97. In 2008, particular emphasis will be given to a further improvement of implementation of instruments, mechanisms and structures to ensure a smooth exchange of scientific information and documentation between EFSA and the national agencies and authorities on matters within its mission (e.g. establishing focal points, establish a Member States network for identifying emerging risks).
98. In addition, dedicated Advisory Forum Working Groups will continue addressing scientific issues in the framework of a collaborative scientific work programme consisting of activities given priority by EFSA's Steering Group on Cooperation and aimed at collection of scientific data or harmonising methodologies and approaches in risk assessment with involvement of and/or on request of the Scientific Panels and Committee.

### **II. 3.3.2 Crisis**

99. *The specific objectives are:*
  - To ensure that adequate resources are available and procedures in place to handle a crisis or other urgent matter
  - To ensure the continuous development and updating of the in-house crisis procedure to ensure that there is an efficient and working crisis procedure in place and this will be reviewed in light of any crisis.
  - To ensure that there is sufficient available resources and fall back plans in case of crisis
  - To ensure that EFSA is able to respond to and assist the Commission should it call the crisis unit together

### **II. 3.3.3 Communications**

100. The Authority will continue to work with national food safety authorities, particularly in the recently joined Member States, and with stakeholders in the development and dissemination of clear and targeted messages, adapted to the needs of key target groups. The Authority will also seek to evaluate the impact and effectiveness of its risk communications activities taking into account consumer research, media monitoring and analysis, web statistics, advice of risk communications experts, and feedback from the Authority's customers and stakeholders.
101. Clarity in messages and simplicity in style and content, whether for on or offline communications, is key to enhancing access and transparency for all EFSA's target audiences. Media constitute an important and trusted source of information for consumers in Europe regarding food and food safety issues; therefore improving relations and co-operation with media is a key output for EFSA.

102. Boosting the visibility of EFSA's scientific work through development of appropriate tools is another critical area for the Authority in 2008. These include: further extension of EFSA's range of publications; organisation of and participation in scientific conferences and events; and greater focus on expanding reach via the worldwide web. Smoother internal workflows and planning tools such as calendars and handling plans for key communications events and issues are a fundamental pillar supporting EFSA's efforts to enhance co-operation and coherence, simplicity and visibility.

### ***II. 3. 3. 4 Relations with the EU Institutions***

103. Overall EFSA will continue to be informed of and contribute to the developing European legislative and policy environment. In this respect EFSA will advise decision makers on the scientific assessments of risks in the food and feed law areas. EFSA will continue to monitor and be involved in the developments in key policy areas that affect EFSA's work in the food and feed areas and more generally in relation to more horizontal policies applied to EU institutions and bodies.

#### *European Parliament*

104. *EFSA's objectives are to:*
- Assist Members of the European Parliament on areas within the Authority's remit that are core business of the EP Committees, i.e. food and feed safety, nutrition, animal health, animal welfare, budgetary issues
  - Be available regularly in the relevant committees of the European Parliament (the Environment, Public Health and Food Safety, Agriculture and Budget and Budgetary Control Committees).
  - Ensure that officials at all levels are available to provide Members of the European Parliament with scientific input relevant to their discussions
  - Provide any background information when the European Parliament is involved in discussions which may have an impact on the Authority's budgetary and human resources.
  - Seek to ensure that its objectives and priorities and overall work programmes are known to the Environment, Public Health and Food Safety Committee and in line with their priorities and initiatives
  - Seek opportunities to be able to present and consult members of the relevant EP Committees on EFSA's draft management plan for 2009.
  - Organise appropriate meetings between EFSA 's Executive Director and relevant EP Committees to allow exchanges of views and information
  - Encourage the European Parliament to make further use of its legal capacity to ask scientific questions to EFSA and to provide answers to such questions timely
  - Continue to invite representatives from the European Parliament to take part in meeting of EFSA's Advisory Forum.

#### *Council of Ministers and Member States*

105. *To ensure that the Council is provided with the high quality scientific and technical advice, EFSA will:*
- Consolidate the relations with the Council of Ministers and with the country hosting the Presidency of the Council in 2008 – Slovenia and France with possible meetings of the Troika
  - Offer assistance in the preparation and implementation of the Presidency programmes and in the areas of EFSA 's competence.
  - Offer assistance to the Presidencies with the objective of providing decision-makers with any information related to the Authority's work that is relevant for discussions at the Council level.
  - Continue to foster dialogue with risk managers in the Member States eg – Chief Veterinary Officers, Chief Plant Health Officers to ensure that they are fully informed of EFSA's work and seek their views on EFSA's priorities
  - Seek to exchange of information, data and expertise between EFSA and the national risk management bodies.
  - Seek in 2008 to have greater access to those risk management data and information collection networks which may be useful to its core risk assessment activities.

### European Commission

106. *In order to ensure close cooperation between EFSA and the European Commission, the main objectives will be:*

- To ensure close liaison with the Commission as a top priority to ensure a seamless interface between risk assessment and risk management activities and to ensure close collaboration on risk communication.
- To continue to participate in the meetings of the European Commission's standing committees on relevant topics to EFSA.
- Close contacts with representatives from the European Commission will continue to be important at all levels of EFSA.
- To continue to offer assistance to the European Commission's services in the international arena when required and will formalise agreement on the procedures for involving EFSA in this respect.
- In particular, EFSA will increase its level of support to the Commission in relation to its activities in the meetings of Codex Alimentarius.

### Stakeholders

107. *The objective is to ensure open and close dialogue with interested parties in the work of EFSA.*

Dialogue with stakeholders will continue to be a focused priority for EFSA and will guide EFSA's policy on openness, transparency, inclusiveness and accountability.

Specific priorities have been identified:

- The external review of stakeholder activities carried out in 2007 will provide EFSA with orientations on its stakeholder activities since 2003. It is anticipated that a strategy document will be presented to the Management Board in 2007 and this will be implemented in 2008.
- In 2008 EFSA will look at consolidate the classical activities that involve stakeholders, such as public consultations, meetings of the Stakeholder Consultative Platform, Conferences and scientific colloquiums.
- New activities will be considered in order to better integrate stakeholders' concerns into the work of EFSA –webstreaming of the meetings of the Stakeholder Consultative Platform or any other major Conferences organized by EFSA to increase the visibility of EFSA
- the Stakeholder Consultative Platform and its working groups will look at further feeding stakeholders' input into the work and activities of EFSA .
- Public consultations will be intensified in 2008 and will respond to agreed criteria for public consultation developed by the Platform in 2007.
- In line with the implementation of the recommendations issued by the Management Board in 2006 to strengthen relationships with stakeholders EFSA will involve stakeholder groups on reflections and strategic meetings with regards to its medium and long term strategy

### International Activities

108. EFSA will increase its activities in relation to the co-operation with international bodies and third country organizations operating in the same areas as EFSA through working jointly on projects of mutual relevance and benefit.

109. *The specific objectives are:*

- Enhancement of EFSA's reputation internationally
- Enhancement of the international understanding of the role and impact of EFSA in the wider community by sharing practice and experience
- Strengthening learning and development (including our own) by providing opportunities for international engagement

Wider Europe – The Accession countries and Neighbourhood countries

110. *In this area the main objectives are:*

- To assist the food authorities in Turkey, Croatia and Macedonia to build their expertise in risk assessment and assist with their activities in this respect to prepare for future accession.
- To start co-operation with the most advanced neighbourhood countries based on some training and exchange of information. In addition include them in our data collection where appropriate (e.g. Zoonoses data collection)

EFSA in Italy

111. *The main objectives are:*

To enhance the relationships between EFSA and the local authorities, people and organisations in Parma and the local area,

To ensure that there are good working relationships and contacts locally to assist with problem solving when issues linked to EFSA's settlement or core activities arise (transport, accommodations, security etc)

Through contacts and liaison to increase the understanding of EFSA's work and that of the EU in the area and build close relationships with authorities, academia and other organisation

To continue to strive towards the establishment of direct airlinks from Parma to key European hubs

## II. 3.4 Manage and provide administrative support

### Management Board

112. *The specific aims of the Management Board in 2008 will be:*

- Provide the appropriate strategic direction and vision for EFSA
- Ensure that EFSA is managed efficiently and within the remit given to it by its founding regulation and other administrative and financial regulations which apply to it.
- Provide the strategic direction for EFSA and to guide its growth ensuring it delivers value for money for the EU and its citizens in the fields within its remit.
- Ensure that EFSA continues to develop with the evolving EU policies and legislative mandates to deliver the high quality and timely scientific advice.
- Enhance the standards of transparency, openness, independence and integrity within EFSA.

### Administration and Support

113. *The overall objective of the Administration Directorate will be declined in specific objectives for all units:*

#### *Human Resources*

114. *The specific objectives are:*

- Promote a modern and efficient personnel policy, to develop all talents through implementing HR policy aiming at providing an improved basis for staff to acquire new knowledge, skills and experience.
- Promote EFSA's vision and culture to (recently hired) staff and enhance the adhesion of (less recent) staff to these.
- Ensure the last important phase of the staff recruitment (30).

#### *Legal*

115. *The specific objectives are:*

- Supervise and monitor compliance of all operations with all legislation applicable to EFSA whether in the core business areas or general horizontal legislation
- Disseminate knowledge and best practice aimed at fostering a culture of compliance throughout the organisation
- Support strategic decision-taking with the goal of helping to quickly and soundly make business decisions in light of clearly presented legal background and identifiable policy considerations
- Ensure the provision of high quality legal input in all relevant EFSA outputs
- Prevent litigation against EFSA and to ensure the defence in actions lodged against it before courts

#### *Finance*

116. *The specific objectives are:*

- Continuously monitor the principle of sound financial management, namely economy, efficiency and effectiveness principles in the framework of budget execution.
- Fully implement the ABB (activity based management) methodology whereby resources are allocated to activities in such a way that the total costs of the various operations can be better monitored and the EFSA's work programme better tailored to ensure an appropriate relationship between priorities and the allocation of resources.
- Supervise and ensure compliance with the Financial Regulation
- Support and provide proper financial tools to the organisation and streamline the financial processes.
- Prepare the migration to the new financial ABAC system.

## *IT*

117. *The specific objectives are:*

- Support EFSA Scientific activities, including dedicated applications for existing and new scientific fields
- Support EFSA Networking efforts, with the Advisory Forum, Panels, institutions featured on Art36 list, external Scientists and their institutions, MB and our suppliers
- Provide Systems that help enhance EFSA's organization. Provide system that boost staff productivity and help save costs.
- Help enhance the impact and effectiveness of EFSA communication. Support EFSA website and automate the Web Publication process.

## *Facilities*

118. *The specific objectives are:*

- Continue the Final Seat project
- Optimise the provisional offices buildings
- Improve working conditions, Health, Safety and Security of the staff and assets
- Provide general offices and furniture services

## *Accounts*

119. *The specific objectives are:*

- Prepare the migration to the new financial ABAC system.
- Ensure compliance with the accounting standards

## *Audit*

120. *The specific objectives are:*

- Complete the Audit plan by performing audits on the core business processes of EFSA
- Follow-up the previous audit's recommendations implementation.

## III ABB Activities

### III.1 Provide scientific opinions and advice to the European Commission, the European Parliament and the Member States

#### *Scientific Committee*

121. The Scientific Committee will finalise its opinion on the implications of animal cloning carried out by somatic cell nucleus transfer (SCNT) on food safety, animal health and welfare and the environment.

- The Scientific Committee will organise a stakeholder event to address the science related aspects in enhancing transparency in EFSA's risk assessments (e.g. strengths and limitations of the data used, weight-of-evidence of the outcome, how to describe the assumptions and uncertainties underlying the risk assessment).
- The Scientific Committee also plans a public consultation on the guidance document addressing the methodologies, approaches, tools and limitations when comparing the health-related benefits and human health risks of food.

122. *Output indicators include:*

- Number of working group and plenaries and number of opinions or other types of scientific/technical advice.
- Number of opinions adopted in general and by specific category as appropriate.
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

123. *Impact indicators include:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

**AFC Panel**

124. The Panel will finalise guidelines for recycling of plastics and for active and intelligent packaging.

- It will commence with the re-evaluation of food additives other than colours and sweeteners  
The Panel will dedicate assessment of new requests for the use of regulated substances within the area of food additives, flavourings, food contact materials and nutrient sources for food supplements and foods for special nutritional purposes.
- The Panel will commence with the evaluations of active and intelligent packaging and recycling of plastics (if Regulations are adopted)
- The Panel will commence with the evaluations of food enzymes (if Regulation is adopted)

125. *Output indicators are:*

- Number of working group and plenaries
- Number of opinions adopted in general and by specific category as appropriate.
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of outputs (reports, statements, guidance documents ...)

126. *Impact indicators are:*

- Use and appreciation of published opinions (references, publications)
- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.

**AHAW Panel**

127. Depending on future developments of Avian Influenza (AI) in 2007 and the scientific updates of the AI status may be necessary in 2008

The scientific opinion on the Welfare of Dairy Cows will progress to meet the deadline of March 2009.

Five scientific opinions on Welfare of Fish are expected to be adopted before its deadline of 30 June 2008.

128. *Output indicators are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category as appropriate
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

129. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

**BIOHAZ Panel**

130. In the food hygiene, food microbiology and food borne zoonoses areas the work will continue and progress in the first EU-wide QMRA study on *Salmonella* in slaughter and breeding pigs and other risk assessments such as *Salmonella* in meat and meat products as well, in feeding stuffs.

New questions are expected on QMRA on *Campylobacter* in meat and meat products as well as in broiler flocks so to enhance public health .

In the area of BSE / TSE, scientific evidence supporting the European Commission to adapt their risk management measures in the EU will be provided. Based on risk assessments carried out, the panel in cooperation with the EC will communicate and clarify identified risks to third countries supporting their efforts in increasing awareness and surveillance capacities for BSE.

On Waste Management, the Panel will streamline the assessment of alternative methods to dispose of ABP in an environmental respectful way.

A self tasking mandate on risk assessment on the transmission of antimicrobial resistance hazards via food is envisaged.

131. *Output indicators are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category as appropriate
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

132. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

***CONTAM Panel***

133. The Panel will assess the impact for public health on ergot alkaloids and heavy metals such as lead, cadmium and arsenic in foodstuffs. It is also foreseen that the mycotoxins T-2, HT-2 and nivalenol as well as polycyclic aromatic hydrocarbons (PAH) in feed will be assessed. Four new mycotoxins have been detected and the EC might ask for an opinion on the impact of these compounds on human and animal health.

Also foreseen to address the toxic exposure levels for relevant animal species for mycotoxins such as T-2, HT-2 and nivalenol. Requests related to the impact of mycotoxins such as sterigmatocystin, moniliformin, diacetoxyscirpenol, phomopsis A and alternaria toxins on human and animal health can also be envisaged.

134. *Output indicators are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category as appropriate
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

135. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

***FEEDAP Panel***

136. The Panel is expected:

- To develop and implement guidelines/guidance documents for the applicants, to help them to prepare the dossiers for evaluation by the FEEDAP Panel.
- To co-ordinate and organise the work supporting the development of the assessment (working group and plenary meetings)
- To provide logistic support to the different meetings
- To gather relevant data from different scientific sources (scientific sources, scientific organisations), and provide it to the working group in charge of developing the opinion
- To organise technical hearings with the applicants or industry associations
- To provide support for continuous interactions between EFSA, EC, Member States, and other scientific international organisations
- To coordinate all the procedural aspects of the authorisation process (management of deadlines, co-ordination with CRL and Member States)
- To administer the FEEDADDITIVES EFSA-net, as the communication platform with the MS, EC, CRL and experts
- To provide the information requested under the authorisation process to the general public, via the EFSA website and the FEED ADDITIVES functional mailbox
- To liaise with the Communication Department to effectively communicate the output of the FEEDAP Opinions.

137. *Output indicators are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category of feed additives.
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

138. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

### ***GMO Panel***

139. The Panel will address GMO applications Evaluation and administrative handling of applications for the placing on the market of GMOs and cultivation dossiers cooperation with Member State on the assessment of specific applications for the cultivation of GMOs. For food/feed products the panel will spend adequate resources on the scientific assessment of products such as additives and enzymes where such products have been produced by a GM microorganism. Attention will be paid to information and consultation of Member States and stakeholders on GMO issues as follows: (i) Member States consultation on GMO applications; (ii) Public consultation on generic GMO opinions (eg self tasks or guidance); (iii) Bilateral scientific meetings with EU Member States where the need arises; (iv) Infobox questions Support to the EFSA Communications department on specific questions on GMOs and (v) Public access Handling of requests from the public/stakeholders to get access to GMO applications/documents

140. *Output indicator are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category as appropriate
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

141. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

### ***NDA Panel***

142. The Panel will establish population reference intakes for macro- and micronutrients; Assessment activities concerning legislation on nutrition and health claims made on foods include:

- Scientific advice on nutrient profiles
- Scientific advice concerning health claims (i.e. Article 13 - function claims)
- Assessment of dietary foods (e.g. infant formula);
- Assessment of food allergens for labelling purposes;
- Assessment activities concerning legislation on nutrition and health claims made on foods:
  - Evaluation of applications for authorisation of health claims (Article 14)
- Assessment of novel foods

143. *Output indicator are:*

- Number of working group and plenaries and number of opinions.
- Number of opinions adopted in general and by category as appropriate
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

144. *Impact indicators are:*

- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
- Use and appreciation of published opinions (references, publications)

### **PLH Panel**

145. The Panel will continue to evaluate pest risk assessment dossiers in response to the Commission requests, in particular the PRAs made by France for the French overseas departments (Departement d'outre mer, DOM) and by Spain for Canary Islands within the framework of harmonisation of the plant health legislation for DOMs & CI respectively.
146. The Panel will address the revision of the new standards in Pest Risk Analysis and it will contribute to evaluation of organisms harmful for plants and plant products within the ongoing modification of the Directive 2000/29 (currently carried out by the Commission WGs on Annexes); address requests from MS; and enhance the system of data requirements for input in the PRA.
147. *Output indicators are:*
- Number of working group and plenaries and number of opinions.
  - Number of opinions adopted in general and by category as appropriate
  - Percentage of commitments made respecting the deadlines (negotiated)
  - Number and detail of other types of output
148. *Impact indicators are:*
- Follow-up of EFSA's opinion in relation to its transposition into regulatory acts.
  - Use and appreciation of published opinions (references, publications)

### **PPR**

149. The PPR Panel started to revise the existing Guidance Documents (e.g. GD on risk assessment for birds and mammals updated in 2007) according to a priority list proposed by the Member States' competent authorities, another GD should be updated in 2008 in the field of ecotoxicology.
- Specifically the Panel will co-ordinate and organise the work supporting experts in WGs and plenary meetings to meet the deadlines for the adoption of opinions requested;
  - It will update and develop at least two Guidance Documents on pesticide risk assessment with consultation of Member States and web consultation of public/stakeholders, outsourcing part of the work in accordance with Art. 36 of Regulation (EC) No 178/2002 and It will effectively communicate the output of the PPR Opinions to the target audiences (e.g. to MS via CIRCA) in addition to publishing on the EFSA website.
150. *Output indicators:*
- Number of WG and plenary meetings
  - Number of opinions and Guidance Documents.
  - Percentage of commitments made respecting the deadlines (negotiated)
  - Number and detail of other types of output
151. *Impact indicators :*
- Follow-up of the opinions by Risk managers (DG SANCO).
  - Use and appreciation of published opinions (references, publications)

## **III.2 Enhance risk assessment methodologies in Europe**

### **Advisory Forum**

152. *Main Action(s) contributing to the objective:*
- The Steering Group on Cooperation, composed of representatives of the Advisory Forum, the Scientific Committee and EFSA, will support and closely follow progress and new initiatives taken in the framework of a scientific programme carried out in cooperation with the Member States. This scientific programme includes activities of varying nature aimed at improving the database on specific subjects or by developing harmonised assessment methodologies and approaches, i.e. subjects where a close cooperation between EFSA and the Member States is considered important.

153. *Output indicators:*

- Number of working groups and number of scientific cooperation reports.
- Number of reports adopted by the Advisory Forum in general.
- Percentage of commitments made respecting the deadlines (negotiated)
- Number and detail of other types of output

154. *Impact indicators:*

- Level of cooperation with Member States' experts
- Common use of established data bases
- Non-occurrence of overlapping with and duplication of opinions

### ***Assessment Methodology Unit***

155. *Main Action(s) contributing to the objective:*

- The unit will continue to provide scientific support to the colloquium series. In addition, the Unit will continue to support the development, promotion, and application of new and harmonised approaches and methodologies for hazard and risk assessment in the area of food and feed safety, including animal and plant health.
- The Unit will provide support to various other units, including the Scientific Committee. It is therefore in an excellent position to use this experience to support the development of new and harmonised approaches and methodologies for hazard and risk assessment.

156. *Output Indicators:*

- Shown cooperation and implementation of new approaches by Panels/SC, at national level and by international organisations;
- Keeping time schedules

157. *Impact Indicators:*

- Application of state of the art methodology for risk assessment by all Member States in national agencies
- Appreciation of EFSA's assessment approaches as European standards

### ***Data collection and exposure Unit***

158. *Main Action(s) contributing to the objective:*

- The Unit will closely cooperate with all organisations operating in the field of data collection including those from applicant countries, third countries or international bodies.
- The Unit will be responsible for the management of an EU network of food consumption database managers to collect data and to harmonise methodologies.
- Specifically the Unit will address the following:

1. *Data Management*

- Development of a European food consumption database
- Development of structured databases for storing of chemical occurrence data submitted in response to calls for information or directly acquired.
- Construction of a data warehouse system linking relevant databases for on-line access to food consumption and chemical occurrence data.

2. *In-house Scientific Support*

- Collection and compilation of data on food consumption for ad hoc queries.
- Collection and compilation of chemical occurrence data in support of specific questions to Panels.
- In-house scientific and technical support to exposure assessments.

3. *Scientific Development*

- Pro-active identification of the need for and coordination of special data acquisition projects for hazardous food chemicals.
- Follow the literature for and trial new exposure assessment methodologies.

159. *Output Indicators:*

- Timeliness of exposure assessments.
- Internal and limited external access to food chemical occurrence and consumption data.
- Streamlined data acquisition.

160. *Impact Indicators:*

- Exposure assessments in EFSA opinions in the area of chemical occurrence scientifically accepted by peers.
- Application of state-of-the-art methodology for exposure assessment.

**Data collection on Zoonoses**

161. *Main actions contributing to the objectives:*

- Preparation of harmonised schemes for monitoring and reporting of parasitic zoonoses and antimicrobial resistance
- Analyses and reporting of the data in the Community Summary Report and Reports on Salmonella baseline surveys in a structured format
- Development of the descriptive and statistical analyses of the data

162. *Output indicators:*

- Adoption of the Community Summary Report and Reports on the Baseline Surveys in a timely manner

Adoption of the harmonised reporting and monitoring schemes

163. *Impact indicators:*

- Implementation of the adopted harmonised monitoring and reporting schemes by the Member States
- Utilization of the information collected by the Commission and EFSA Scientific panels
- Adoption of the Salmonella reduction targets by the Commission within the prescribed timelines

**FEEDAP Panel**

164. *Main actions contributing to the objective:*

- To develop self-tasking activities to further harmonize the scientific approaches and methodologies for the risk assessment of feed additives, by preparing guidance documents, aiming to complement the existing guidelines.
- To implement Article 36, by preparing and launching a call for proposals in the area of monitoring of feed additives in the aquatic environment.

165. *Output indicators:*

- Number of self-tasking activities finalised by the Panel.
- Number of guidance documents adopted by the Panel
- Final report on "Monitoring of feed additives in the aquatic environment"

166. *Impact indicators:*

- Harmonise approaches by the Panel in the risk assessment process.;
- Effective use of the information provided in the Guidance documents by the Applicants, to prepare the dossiers to be submitted to EFSA.

## **GMO Panel**

### 167. *Main actions contributing to the objective:*

- **Self tasks** to further harmonize the scientific approaches and methodologies for hazard and risk assessment of GMOs and further updating and complementing the guidance on GMO risk assessment:
  - Allergenicity assessment of GM food;
  - guidance for the environmental risk assessment of GM animals (complementary to Codex activity in this area)
  - statistical considerations for the safety evaluation of GMOs
  - non-target organisms
- **Codex** Scientific support to the European Commission on activities agreed within the Codex Task Force on Biotechnology:
  - guidance on GM animals used as food such as GM fish
  - guidance for the risk assessment of nutritionally enhanced GM crops
  - adventitious presence of GMOs.
- **Article 36** Scientific study related to the environmental risk assessment of GMOs

### 168. *Output indicators:*

- Timely adoption of the new guidance documents

### 169. *Impact indicators:*

- Highly efficiently operating Panel
- Forefront science applied in the Panel' opinions.

## **III.3 Communicate scientific advice and dialogue with interested parties**

### **III.3.1 Advisory Forum**

#### 170. *Main actions contributing to the objective are:*

- The Advisory Forum will have 4-5 regular meetings in 2008. These meetings will provide a platform for EFSA and the national authorities to exchange recent developments on risk assessments carried out by EFSA and the national authorities. At these meetings, the AF members will also be regularly updated about the activities of the Steering Group on Cooperation as well as the various Advisory Forum Working Groups. Minutes and meeting documents will be made public.
- In 2008 the AF will also further contribute to the establishment of the Focal Points in the Member States who will organise and coordinate the exchange of information about each other's work programmes and scientific activities of common interest.

### **III.3.2 Crisis**

#### 171. *Main Action (s) contributing to the objective:*

- Update and review crisis manual
- Run regular crisis exercises in EFSA to ensure this works well
- Ensure on call telephone and associated system is working appropriately
- Keep crisis contact points up to date

#### 172. *Impact Indicators:*

- In case of crisis or of exercise the system is able to function

#### 173. *Output indicators:*

- Revised and up to date manual
- In house crisis exercise completed successfully
- Monthly review of the crisis contact list

### III.3.3 Communications

#### *A. Co-operation in risk communications*

174. A key mechanism for enhancing co-operation in risk communications between EFSA and Member States is the Advisory Forum Communications Working Group. Through this group, EFSA seeks to develop co-operation and co-ordination of risk communications messages; exchange information and experience; evaluate communications efforts; develop best practices and share learning. The Authority will continue to work closely with the European Commission on matters of risk communication and liaise with other EU institutions, Member States, key stakeholders and other relevant partners in view of promoting coherence in dissemination of messages throughout the Community.
175. In 2008, EFSA will seek to augment efforts in line with its co-operation and networking strategy including: establishing a 2-way exchange of communications materials with members; better support key actors/information multipliers with more targeted messages; develop joint communications initiatives on and offline; work with members on common approach to assess and monitor public risk perception; and develop guidance documents to support communications efforts. EFSA will also aim to strengthen its relations with risk managers in Member States in order to inform them in an open and transparent way of the Authority's communications regarding its risk assessment activities. .
176. EFSA's Communications team also actively participates in EFSA's pre-accession programme for countries seeking to join the EU. This enhances co-operation even before Member State status is achieved and helps build co-operation and good practice. Pre-accession states are invited to send observers to the Advisory Forum Working Group on Communications.
177. *Main Action (s) contributing to the objective:*
- Joint online activities: sharing news and events information online, further development of digital newsletter
  - Organise joint events (meetings, conferences, seminars...) in Member States on topics of mutual interest
  - Develop use of extranet as information repository and mechanism of exchange, notably on emerging communications issues
  - Build competencies: pursue organisation of risk communications training sessions
  - Strengthen ties and cooperation with EU partners in risk communications: participate in EU working groups on communications issues and networks of excellence; liaison between communications officers of respective institutions..
  - Participation in the pre-accession programme of workshops and seminars.
178. *Impact Indicators:*
- Quantitative and qualitative analysis of media coverage (EU and national media): uptake of EFSA messages; coherence of communications
  - Event participation and evaluation
  - On-line statistics (increased visits)
  - Extranet use/statistics
179. *Output indicators:*
- Calendar of joint activities with Member States
  - On-line communications developments (web, extranet)
  - Training programme
  - Joint meetings, workshops and other initiatives with EU institutional partners
  - Dissemination of communications to risk managers

## ***B. Simplicity and coherency in on- and offline materials***

180. *Objectives:*

181. *To ensure that EFSA's science-based advice and activities are successfully packaged to meet diverse audience needs and uses*
182. *To ensure that key audiences quickly understand EFSA's mandate and activities*
183. *To ensure that EFSA takes advantage of both on and offline tools for delivery of information*

184. *Main Action (s) contributing to the objective:*

1) *Simple, accessible language*

- Increase efforts to ensure that written materials including texts on its website, fact sheets, publications, explanatory notes, topic pages, other marketing materials and press releases are relevant and accessible for all target audiences.
- Increased in-house writing/editing capacity
- 'Guidelines for writing' document to assist staff in drafting initial texts for communications activities

2) *Multimedia*

- EFSA corporate blog: to further disseminate and make accessible media lines, to allow EFSA to repackage information in a more friendly, 'human' way
- Audio – make speeches and interviews downloadable to PCs, laptops, personal listening devices
- Video – to view EFSA's work in action and ensure downloadable to PCs, laptops, personal listening devices
- Webcasting – live broadcasting of key events increases EFSA's transparency and accessibility
- EFSA newsletter service: tailored to audience needs for better targeting of information

3) *Consistent branding*

- Use of the EFSA logo in a consistent way respecting design guidelines

4) *Marketing materials*

- Marketing strategy to produce paper products, posters, gadgets in a consistent way and to ensure that they are attractive and useful to target audiences

185. *Impact Indicators:*

- Increased website visits
- Evaluation via web surveys (eg content delivery)
- Increased brand recognition
- Increased awareness of EFSA role and activities
- Increased pick-up of marketing materials

186. *Output indicators:*

- Content rich website
- Comprehensive range of marketing materials

## ***C. Visibility of EFSA Science***

187. *Objectives:*

188. *To highlight EFSA's excellence in Science by ensuring that EFSA is seen as a 'player' on the European stage/has a strong presence within the scientific community.*
189. *To demonstrate EFSA's commitment to transparency and openness by promoting its work, initiatives and projects to relevant audiences.*
190. *To clarify EFSA's actual remit.*
191. *To ensure that EFSA showcases the Authority's scientific work, facilitate its use by its customers and make this work known to a broader audience utilising all appropriate communications channels.*

192. *Main Action (s) contributing to the objective:*

1) *Science publications strategy*

Publications play an important role in reinforcing EFSA's visibility and making the Authority's work known to key target audiences.

- To review publications outputs to understand business case and cost-analysis for activities in 2008
- To further develop and promote key existing publications such as the EFSA Journal
- To identify key publications where EFSA's work could be published and promoted
- To ensure that scientific publications meet the needs of our target audiences

2) *Attendance and presentations at conferences and events*

- To promote EFSA participation/support of key conferences and events

3) *Online*: increase search engine rankings by improving metadata on science documents and improving cross-linking with partner sites

193. *Impact Indicators:*

- Quantitative/qualitative analysis of EFSA coverage in scientific/specialised media
- EFSA presence/participation at key scientific conferences and events
- Increase in web links to scientific organizations

194. *Output indicators:*

Quarterly planning/integrated calendar of on- and offline communications to better focus work and promotional opportunities for EFSA's scientific work

- Calendar of scientific conferences organised by/with support of EFSA
- Marketing plan for EFSA science publications

**D. Media relations**

195. *Objectives:*

196. *To ensure that EFSA is regarded as a trusted, key source of information by the media regarding food safety and all other areas of EFSA's remit*

197. *To be regarded as the preferred port of call for European perspective on risk assessment issues*

198. *To ensure that EFSA's media activity complements and supports the visibility of its key scientific work with timely, accessible activity targeted at the right audiences*

199. *Main Action (s) contributing to the objective:*

- *Media activity*
  - To pro-actively and reactively deliver a range of appropriate outputs for the media: press releases; press conferences; interviews; briefings; answers to questions etc
  - To increase simplicity and accessibility of messages
  - Build rapport/strengthen relations with media
  - Tailor information to journalists according to area of specialisation and/or country
- *Increasing EFSA's responsiveness to the media*
  - To continue to media train further staff and panel members to act as spokespeople for EFSA
  - To implement a new database system to improve management of media enquiries; targeting of relevant media; and analysis of media interest
- *Planning, prioritising and targeting media activity*
  - To continue to develop media activity as part of wider joined up communications activity underpinned by handling plans on all prioritised issues
  - To continue to focus within that on planned approaches targeting relevant media audiences with relevant messages
- *Media evaluation*
  - To strengthen use of analysis and evaluation to analyse impact and effectiveness of media activity
  - To strengthen targeted evaluation of key messages on specific issues for specific audiences

200. *Impact Indicators:*

- Quantitative/qualitative analysis of media coverage (media placements; audience reach; content analysis...)
- Media queries, interview requests
- Attendance of press events; webcasting statistics...

201. *Output indicators:*

- Database of media contacts
- Media log of all queries, interview requests etc..
- Media plan/calendar of events and outputs

***E. Understanding target audiences: evaluating the impact and effectiveness of EFSA's risk communications activities***

202. *Objectives:*

203. The development of effective risk communications messages requires an in-depth knowledge of target audiences including: their level of awareness and understanding of food safety issues; their attitudes to food in general and food safety in particular; the possible impact of communications on attitudes and behaviour; and the appropriate channels for effective dissemination of messages.

204. In order to evaluate the impact and effectiveness of its risk communications activities, EFSA must understand the:

- Needs and motivations of different target audiences to ensure that communications activities and strategy are appropriate
- Outputs of target audiences to ensure that our messages and activities are being conveyed accurately and understood by recipients (ie out-take by end recipient).

205. *Main Action (s) contributing to the objective:*

- *Media audit:* to better understand media needs and tailor information delivery appropriately
- *Expert Advisory Group on Risk Communications:* to help guide EFSA's activities and define the overall evaluation programme
- *Statistics collection and analysis:* media monitoring and web statistics to determine trends and patterns and help set communications targets
- *Consumer perception:* develop protocol for quantitative research across the EU in *cooperation* with the European Commission and Advisory Forum members; use of focus groups to define and test messages
- *Annual review of key themes in risk communications* – yearly report and evaluation on themes during the year
- *Market research within the scientific community* – assess needs of target audiences and relevance of EFSA communications

206. *Impact Indicators:*

- Better target audience understanding and use of EFSA's remit and role and scientific outputs
- Evidence-based target setting for communications initiatives
- Better internal use of available time and resources

207. *Output indicators:*

- Evaluation programme to be developed with support of the Advisory Group on Risk Communications:
- Develop and implement appropriate measurement tools to evaluate communications at 3 different levels: output (measure production of PR/Communications effort; out-take (audience response, ie degree to which audience is aware of message, has retained and understood); outcome (degree to which communications has changed or is changing audiences' opinions, attitudes and ultimately behaviour)
- Tailoring of outputs, development of new outputs to meet identified needs

### **III.3. 4 Relations with the EU Institutions**

208. EFSA must ensure through meetings with those developing and advising on policy in the fields within its remit that it is fully informed and able to assist with the provision of support and advice.

#### ***European Parliament***

209. *Description of the objectives:*

- Continuous strengthening of EFSA 's relations with the European Parliament
- EFSA's overall objective is to ensure that EFSA's activities and role in the food and feed safety legislative system is fully understood in the European Parliament and that EFSA assists as appropriate MEP's in their risk management activities.

210. *Main activities:*

- Regular appearance of the EFSA 's Executive Director before the ENVI Committee to consult on EFSA 's work programme and update MEPs on any EFSA activities
- Interventions of EFSA 's Executive Director at meetings of the COBU and COCOBU Committees when required and in the course of the budgetary process
- Attendance of meetings of relevant EP Committees, and in particular of the ENVI, AGRI, IMCO, COBU and COCOBU Committees.
- EFSA 's permanent presence in the ENVI Committee
- Bilateral meetings of the Executive Director-MEPs
- Bilateral meetings of EFSA staff, mainly scientific coordinators, and MEPs and EP Committee secretariat
- Participation at EP Intergroup meetings
- Participation at EP hearings on subjects related to EFSA's activities.

211. *Impact Indicators:*

- EFSA advice incorporated into EU legislation and other risk management measures
- Reduction in misunderstandings of interpretations of EFSA's scientific opinions and advice in risk management
- Coherent communications

212. *Output Indicators:*

- Number of meetings between EFSA and European Parliament Colleagues
- Number of EP questions responded to
- Number of interventions by EFSA staff and in particular the Executive Director in the EP Commission colleagues

#### ***Council of Ministers and Member States***

213. *Description of the objectives:*

- Strengthening relations with the Council of Ministers and EU Presidencies
- EFSA's overall objective is to ensure that the Council of Ministers is fully informed about EFSA activities in providing the basis for European Food and Feed law. In this respect EFSA will ensure that the Council is provided with all the necessary information to carry out its tasks when discussing policy or legislative proposals particularly in relation to EFSA's role, resources, working methods, procedures or scientific assessments.

*Main Activities:*

- meetings with the Slovenian and French Presidencies at the start of each Presidency term – January 2008 and July 2008
- plan meetings with the Czech and Swedish Presidencies in anticipation of their Presidencies in 2009
- meetings with the Troika in the course of 2008
- participation at Council working groups upon invitation
- participation on invitation to the meetings of the CVO and the CPHO
- meetings with Food/Veterinary/plant health Attachés in the context of EFSA 's activities.

214. *Impact Indicators:*

- EFSA able to assist through its liaison and participation in providing scientific and other advice and this is incorporated correctly into EU legislation and other risk management measures
- Risk managers able to utilise EFSA's work in its decision making
- Reduction in misunderstandings of interpretations of EFSA's scientific opinions and advice

215. *Output Indicators:*

- Number of meetings between EFSA and colleagues in the Council
- Number of times EFSA assists risk managers in the Council in its deliberations

### ***European Commission***

216. *Description of the objectives :*

- Strengthening relations with the European Commission
- The overall objective is to ensure that through close liaison with the Commission there is a seamless interface between risk assessment and risk management activities and to ensure close cooperation on risk communication. EFSA will continue its dialogue with the European Commission and co-operate with the Commission's services at all levels in the areas of competence of the Authority.

217. *Main activities:*

- Regular meetings of EFSA 's Executive Director with Commissioners responsible for areas related to EFSA's work
- Regular meetings of EFSA 's Executive Director with Director-Generals in the European Commission
- Participation at Commission's standing committees and working groups
- Attendance of other Commission's meetings upon invitation
- Participation at Commission's advisory groups, such as DG SANCO advisory group in the food chain.

218. *Impact Indicators:*

- EFSA work incorporated into EU legislation and other risk management measures
- Reduction in misunderstandings of interpretations of EFSA's scientific opinions and advice
- Coherent communications.

219. *Output Indicators:*

- Number of meetings between EFSA and Commission colleagues
- Number of meetings of the standing committee and other Commission groups by EFSA

### ***Stakeholders***

220. *Objective:*

- Strengthen *cooperation* with stakeholders via the EFSA 's Stakeholder Consultative Platform and gather the views of interested parties via public consultations.

221. *Description of the objective:*

- Benefiting from the establishment of the Stakeholder Consultative Platform the Authority will continue to strengthen its relationship with members of the Platform and will continue to seek the views of the Platform on EFSA 's management plan and policies that involve stakeholders.

## *EFSA 2008 Preliminary Management Plan*

- To consult the Public in order to offer a possibility to interested parties to provide input into EFSA's documents by allowing the Scientific Committee/Panels and EFSA to get the views of those who have an interest in the subject of consultation.

### *222. Main Action (s) contributing to the objective:*

223. In order to fulfil its mandate the following activities will be organized:

- Meetings of the Platform (in plenary ) twice in 2008 – in Spring and in Autumn 2008
- Working groups via e-mail to focus on specific projects
- Exceptionally meetings of the working groups could be convene a meeting to advance in the preparation of work for the Platform
- Participation at different events organized by EFSA and that involve stakeholders
- Providing input into the public consultations that EFSA will organize in 2008
- Disseminating EFSA 's scientific advice via their constituencies
- Participation of the Chair of the Platform to Management Board meetings as observer if invited by the Chair of the MB.
- Regular public consultations on topics of interest
- Follow-up hearings with the possibility to discuss the input received by interested parties, mainly in the most sensitive areas of the work of EFSA
- Technical hearings with the participation of the SC/Panel concerned
- Scientific colloquiums
- Conferences on specific topics that are of interest of a broad audience, i.e. conference involving national, EU and international organisations that are competent in areas as those covered by the Authority
- 2008 Stakeholder Colloque – in Autumn 2008

### *224. Impact Indicators:*

- Visibility of EFSA
- To acquire more legitimacy on the work carried out by the Authority.
- The incorporation of these views relevant to the topic of consultation in the final document

### *225. Output indicators:*

- Number of stakeholders platform meetings
- The input received from interested parties

## ***International Activities***

### *226. Description of the objective:*

- EFSA shall become globally recognized as the reference for risk assessment on food and feed safety, including animal health and welfare, nutrition, plant protection and plant health)

### *227. Main Action (s) contributing to the objective:*

228. EFSA's International Strategy, planned to be presented to the Management Board by the end of 2007, will focus on delivering that EFSA is viewed worldwide as being an organisation where scientific excellence is uppermost.

- Relations with International Organisations
  - a) Co-operation with International Organisations (WHO, FAO, Codex Alimentarius, OIE, OECD etc) operating in the areas covered by EFSA will further be developed in 2008. In particular EFSA will work to develop further formalised agreements on data and information exchanges so as to provide a secure and mutually understood basis for such exchanges.
  - b) In the international arena EFSA will increase its profile by participation in expert and other scientific meetings.
  - c) EFSA will assist the Commission in international fora by providing technical and scientific input where needed into the development of Community positions and by assisting on request the Commission where appropriate with the meetings themselves.

## *EFSA 2008 Preliminary Management Plan*

- Relations with third countries
  - a) In 2008, EFSA will further development strong links forged with partner organisations in third countries and to seek future co-operation in other countries
  - b) A series of meetings will be held at the highest level in order to pursue further development of the strong links forged with partner organisations in third countries e.g. US (FDA and USDA), Health Canada, Food Standards Australia New Zealand, Japanese Food Safety Commission.
- EFSA will continue its practice of pre-notifying international organisations and key third country authorities of its findings.

### *229. Description of the Objective:*

- To continue the co-operation with international organisations (WHO, FAO, Codex Alimentarius, OIE, OECD etc) operating in the areas covered by EFSA
- To increase the participation in expert and other scientific meetings, involving its experts in wider networking with other colleagues

### *230. Impact Indicators:*

- EFSA reputation within the international and third country organisations grows and is understood
- EFSA able to have access and share information with international and third country organisations

### *231. Output indicators:*

- Number of collaborative meetings held
- Number of occasions in which EFSA has assisted the Commission in its international programme – Codex etc
- Number of agreements formed
- Number of collaborative projects
- Number of exchanges of data, information and staff
- Number of meetings called or in which EFSA has participated

## ***Wider Europe – The Accession countries and Neighbourhood countries***

### *232. Main Action (s) contributing to the objective:*

- For 2008 EFSA will run a continuation of the 2006/2007 programme.
- This will include Macedonia and maybe Serbia and Montenegro if the Commission decides to start the negotiations in 2008. The programme will be aimed at: a) an exchange of scientific and technical expertise and legal regulatory affairs information, b) preparation of the relevant bodies in the 3 countries, active in the fields related to the work of EFSA, c) inclusion of the countries in crisis co-ordination exercises with EFSA and the development of appropriate crisis information exchange infrastructure, d) the creation of communication and information exchange systems to support Croatia, Turkey and Macedonia in their communication activities, e) transfer of knowledge on methodologies, in particular on risk assessment and data collection. In this respect a number of workshops and seminars are planned between EFSA and these countries on inter alia: risk assessment, BSE/TSE, data collection, zoonoses, communication in a crisis and the involvement of stakeholders.
- The new legislation on the European Neighbourhood programme came into force in 2007 and the first step will be to see which of the 16 countries want to include food safety in their co-operation with the EU. If these countries want to incorporate the EU legislation related to food and feed safety, they have to co-operate with EFSA. Up to now food safety has been mentioned in the EU/Ukraine Action Plan, but more countries are expected to follow. EFSA will assess to what extent it is able to assist the countries which do include EU legislation on food and feed safety become involved in the work of EFSA while taking into consideration other activities and priorities of EFSA.

### *233. Impact Indicators:*

- There will be evaluations of the impact of the Programmes in the countries

### *234. Output indicators:*

- Meetings with the authorities and stakeholders in the countries of the EFSA Steering Committee to discuss and decide on the value of the programmes and whether there are need for changes/updates.

## **EFSA in Italy**

235. *Description of the objective:*

- To enhance the relationships between EFSA and the local authorities

236. *Main Action (s) contributing to the objective:*

- Bilateral meetings with Authorities and organisations to discuss EFSA's specific issues and find solutions that are mutually acceptable
- Europass and other conferences

237. *Impact Indicators:*

- Real improvements to EFSA's settlement and conditions for travelling experts
- Measuring the impact on the local and national press and the following circulation of booklet proceedings

238. *Output indicators:*

- Number of conferences meetings with the Italian authorities
- Booklet proceedings of conferences
- Improved conditions for EFSA and the travelling experts

### **III.4 Manage and provide administrative support**

#### **Management Board**

239. *Description of the objective:*

- To provide the appropriate guidance and leadership to ensure that EFSA is efficiently managed within the resources made available to it and truly giving added value to the EU and its citizens in the areas within its mandate.

240. *Main Action (s) contributing to the objective:*

- To monitor and manage the internal audit committee and provide guidance to EFSA in this respect .
- To monitor and steer any remaining activities following the Article 61 evaluation.
- To continue to monitor and seek to improve working conditions for EFSA scientists.
- To continue to follow the development of any work within the Commission in the proposal on introducing fees.
- To closely monitor the activities of EFSA in relation to its growing international profile and its institutional role (by following the implementation of the international strategy).

241. *Impact Indicators:*

- The improvement in EFSA's management and efficiency.

242. *Output indicators:*

- Number of policies, strategies endorsed.

#### **Administration and support**

##### **III. 4.1 Human Resources**

243. *Description of the objective:*

- Quality Human Resources management

244. *Main Action (s) contributing to the objective:*

245. *Management of resources allocation*

- To supervise the HR budget and staffing levels.
- To implement the HR policies (including recruitment, mobility, sensitive posts, transfers and exit interviews, part time working) and the Staff Policy Plan.
- To provide regular and accurate report on the first two actions to Senior Management.

246. *Career Development (Performance appraisal, Training)*

- To promote the professional development of staff by means of individual and collective training.
- To set the policy context and priorities for training, to build and implement a training plan.
- To continue the induction scheme for the newcomers.
- To provide proper tools, support and procedures to help managers ensure that every staff member has a job description, that all staff reports are completed correctly timely and in accordance with the appropriate rules.
- To monitor the preparation of the promotion proposals in line with the Career development and appraisal cycle.

247. *Recruitment*

- To complete the Recruitment Plan (hiring 35 new staff members)

248. *EFSA's vision and culture*

- To promote EFSA's vision and culture and organise surveys to get feedback on staff appreciation of EFSA's working environment in cooperation with staff committee.

249. *Impact Indicators:*

- To limit the vacancies in the Establishment Plan (to 2% ie: 7 posts for 2008) as a result of all policies.

250. *Output indicators:*

- To achieve the recruitment plan.
- Rate of attendance to EFSA courses with high priority in the training plan .
- Number of training days per staff (7 days minimum)
- Increase the number of staff from EU 10 + 2.
- Average days of sick leave (target to decrease them compared to 2007)

### **III. 4.2 Legal Affairs**

251. *Description of the objective:*

- To establish and maintain a legally sound and secure environment for all activities, whether operational or support, in the light of EFSA policy objectives.

252. *Main Action (s) contributing to the objective:*

253. *Legislation*

- To maintain up to date level and knowledge on all legislation applicable to EFSA.
- To prevent difficulties in interpreting and implementing legislation by providing workable and business supportive solutions, e.g. through oral and written guidance.

254. *Procurement*

- To maintain continuous support to operational departments in handling of procurement, contracts and grants.
- To disseminate knowledge and best practice through training and streamlining of procedures.

255. *Litigation*

- To prevent legal risks and uncertainties and manage them in the best possible way.

256. *Impact Indicator:*

- Level of confidence and trust generated by EFSA legal output by EFSA senior management, the Management Board, the Advisory Form and the Scientific Committee and Scientific Panel.

257. *Output indicators:*

- Findings of internal and external audits on procurement, contract and grant management in EFSA.
- Number of court cases lodged against EFSA.
- Number of opinions of the European Data Protection Supervisor based on EFSA notifications
- Number and outcome of access of documents requests.

### III. 4.3 Finance and Accounting

#### Finance

258. *Description of the objective:*

- Sound Financial management.

259. *Main Action (s) contributing to the objective:*

260. *Budget management and ABB*

- To make available the budget resources appropriate to conduct the planned activities.
- To monitor and report on the relationship between the financial resources employed and the results achieved (efficiency).
- To monitor effectiveness towards attaining the specific objectives set and the intended results.
- To monitor budget and financial execution and report to Management.

261. *Financial management*

- To verify the adequacy of the financial resources used to conduct an activity with the principle of economy.
- To improve the management of the centralised budget lines in order to further support the organisation.
- To support the organisation with regards to the financial aspects of procurement and grants.

262. *Management of tools*

- To complete the automation tools aiming at streamlining the financial workflows.
- To complete the migration to the new ABAC financial system.

263. *Internal control standards*

- To increase internal control standards ownership culture aimed at ensuring effectiveness of the internal control system.

264. *Impact Indicators:*

- Results of internal control survey.
- Reduction of the observations from the Court of Auditors.

265. *Output indicators:*

- Increase in budget execution rate.
- Reduction of Payment delay.
- Improvement of audit reports on budget and financial execution.
- Increase in transaction volumes accompanied by economies of scale.

#### Accounting

266. *Description of the objective :*

- To provide accurate reporting on EFSA's finance.

267. *Main Action (s) contributing to the objective:*

- Increase the knowledge of the current regulations, rules and practises.
- Improve the links and cooperation between EU institutions.

268. *Impact Indicators:*

- To reduce the Court of Auditors and IAS comments.

269. *Output indicators:*

- Successfully migrate to ABAC.
- Keeping an excellent ratio delay payments/number of payments.
- Keeping a number of errors as marginal.

### III. 4.4 Information Technology

270. *Description of the objective:*

- To provide efficient, cost-effective Information Technology.

271. *Main Action (s) contributing to the objective*

272. *Support EFSA Scientific activities*

- Deliver Scientific Applications, with a particular focus on supporting Emerging Risk Identification.
- Data Collection Framework. Deliver a generic, cost effective, reusable framework for generating data collection applications.

273. *Support EFSA Networking efforts*

- Data collection applications. Deliver the IT part of data collection efforts such as Zoonoses Web Application and food consumption database.
- Extranet. Provide an online cooperation tool to interact with our partners including scientific Panels, AF, MB, suppliers and Art36 members.
- Facilitate virtual meetings. Deliver audio, video and web conference capabilities for easing pan-European meetings.

274. *Provide Systems that help enhance EFSA's organization*

- Improve productivity, reduce costs. Through applications that automate EFSA key business processes such as the automation of document handling or opinion production.
- Improve Reliability and Security; Improve Service Quality and User Satisfaction. Strengthen our logical and physical network security; To minimize opportunity costs, improve the IT infrastructure reliability, service quality, and user satisfaction.
- Control and Reduce IT operating costs, Comply with Legal Obligations. IT Staff productivity improvements, defining standard technical environments, and optimizing the ratio Development over Maintenance.

275. *Help enhance the impact and effectiveness of EFSA communication*

- Activities aimed at supporting EFSA's online and print communication capabilities, which include supporting our website and strengthening our web content management publishing capability .

276. *Impact indicators:*

- Improve COBIT assessment score (Control Objectives for Information Technology) by 20%.
- Keep User Satisfaction above 80% (as measured by quarterly user surveys)

277. *Output indicators:*

- Workplan Execution, including:
  - Deliver Standard User Equipment to all new staff.
  - Finalize implementation of Security and Reliability plan (full monitoring, redundancy, outsource key components), Improve conference rooms.
  - Support Strategic Planning, Move to ABAC, ABB, Finalize Document Register, Intranet, Automate Web publishing, reengineer 3 other processes.
  - Deliver Data Collection Framework, Food Consumption database, Furan data collection, MRL projects, Occurrence Data for Contaminants, PLH & Zoonoses Community Report.
  - Produce Website, deliver Extranet and Register of Question, support Emerging Risk Identification.
- Execute 100% of IT Budget.
- Reach CMMI (Capability Maturity Model Integration) level 3.
- Enforce IT SLAs (Equipment Request, Response to user call, Key Systems Uptime)

### III. 4.5 Facilities

278. *Description of the objective:*

- Deliver building offices.

279. *Main Action (s) contributing to the objective:*

- Coordinate the work of the Final Seat Steering committee.
- Coordinate the work of the Provisional building Steering committee.
- Coordinate the work of Health & Safety Steering Committee.

280. *Impact Indicators:*

- Staff satisfaction around the work environment (through survey)
- Absence of incidents.

281. *Output indicators:*

- Progress on the Final Seat project.

### III 4.6 Audit

282. *Description of the objective:*

- Improve the management tools in order to contribute to a further development of an effective and efficient management.

283. *Main Action (s) contributing to the objective:*

- To achieve the audits foreseen in the Audit Work Plan.
- To monitor the progress of EFSA on its Management Plan.
- To liaise with the Court of Auditors and the Internal Audit Service.
- To report on a regular basis to the Audit Committee on the main results.

284. *Impact Indicators:*

- To reduce the Court of Auditors and IAS observations.

285. *Output indicators:*

- Number of recommendations issued and accepted.
- Coordination of "external audits" (Court of Auditors and IAS)

Annexes      **Human and Financial Resources by activity**