
EXECUTIVE OFFICE

**Management Board
15 March 2012
Parma**

Meeting :	Management Board - Open session	
Document number:	mb 15 03 12 - item 5 doc 4	
Submitted by :	Executive Office	
Document for :		Information
		Discussion
	X	Possible adoption

**DRAFT PRELIMINARY MANAGEMENT PLAN OF THE
EUROPEAN FOOD SAFETY AUTHORITY FOR 2013**

Document providing the predicted work of the Authority during 2013

TABLE OF CONTENTS

1. Executive summary.....	3
2. Vision, mission and strategy.....	4
3. Provision of scientific advice and risk assessment approaches.....	4
4. Evaluation of regulated products	6
5. Data collection, scientific cooperation and networking.....	7
6. Communication and dialogue.....	12
7. Governance and support activities.....	13
Annexes	16
Annex A: Detailed deliverables in 2013.....	17
Annex B: Resources in 2013.....	44
Annex C: Legislation likely to impact on EFSA in 2013.....	46
Annex D: Multi-annual strategic objectives and targets (Strategic Plan 2010-2013).....	53
<i>Glossary</i>	55

1. EXECUTIVE SUMMARY

EFSA's draft work programme for 2013 reflects the evolving demands on the organisation and will be influenced by the recommendations of the Management Board resulting from the external evaluation of the Authority carried out in 2012. Its scientific activities in 2013 will be guided by the *Science Strategy 2012-2016*, the implementation of which will continue to be rolled out. A number of key initiatives are proposed, beginning in 2012, which include the provision of training in key risk assessment areas for both Panel members and EFSA staff and the introduction of an enhanced knowledge management programme. In addition, a review of planning in scientific cooperation will be undertaken with a view to adopting a more strategic and multiannual approach in line with the *Science Strategy 2012-2016*. Through the identification of strategic multiannual investment areas, based on the scientific requirements of both EFSA and Member States, the contracts and grants programme will be more effectively deployed with a focus on areas with particularly heavy workloads such as the evaluation of regulated products. The external evaluation of EFSA will be completed in 2012 and the implementation of the recommendations of the Management Board will begin. In addition, the outcome of the European Commission's deliberation on fees for EFSA will be available and will be an important consideration in the ongoing preparation for the Union's Financial Framework 2014-2020.

Enhanced efficiency will continue to a fundamental driver of EFSA's operations, building on the gains achieved in 2011 and 2012. In line with the outcomes of the efficiency (e3) programme, EFSA's structural organisation will be consolidated, savings will be identified and the phased increase in the proportion of knowledge workers will continue to be implemented. The use of tele-meetings in scientific work will continue to be promoted to reduce the travel burden of experts and the associated costs; ultimately, 20% of all "expert days" will be achieved via this mechanism. EFSA's IT operations are crucial to the success of its operations and activities in 2013 will be guided by the IT Investment Plan 2012-2014 and an IT strategy that will be finalised in 2012. Priorities for 2013 will include enhanced support for managing scientific literature, structured scientific data, support for applicants, and management planning and monitoring. Work on a fully integrated quality management system will continue, recognising that quality is inherent in EFSA's core values. It will build on the existing INEX (self, internal, and external review) programme and standard operating procedures and will be fully compatible with the ISO 9001 standard. The system will initially cover EFSA's scientific outputs with a target completion date for this component of December 2013; it will then be extended to cover all activities with a view to overall completion by December 2016.

Demand for scientific advice will remain high (676 outputs are predicted) and specific aspects of the risk assessment work programme will include the delivery of advice on the use of animal-based welfare indicators and meat inspection. In relation to the latter, EFSA is assisting the Commission in providing the scientific basis for the modernisation of meat inspection in the EU with a view to introducing a risk-based approach to meat inspection at all relevant stages of the production chain. To fulfil this complex mandate, EFSA is drawing on its expertise in a wide range of fields within its scientific remit and in 2013 the mandate will finish with scientific opinions will focus on solipeds, beef, small ruminants, and farmed game species. Other key aspects of the work programme related to public health will include transmissible spongiform encephalopathies, dietary reference values for micronutrients, plant toxicants, mycotoxins, mercury in fish, metals, and perfluoro compounds. The evaluation of regulated products and claims will continue to be a prominent feature of the work programme; specific activities in 2013 will include evaluations of plastic food contact materials, recycled materials, food enzymes, active and intelligent packaging, process aids, flavourings, and the re-evaluation of authorised food additives. Other aspects will include the assessment of diagnostic tests for TSEs and applications for GMOs for use in food and feed, including cultivation and post-market environmental monitoring. In the nutrition area, Article 13.5 and Article 14 claims will continue to feature along with the safety assessment of novel foods and the re-evaluation of some Article 13 claims. The aims of the structural reorganisation introduced in 2011 and consolidated in 2012 included increased efficiency in the evaluation of regulated products. One of the specific aims of the Applications Desk Unit is to establish an electronic submission system for applications and in 2013 a feasibility study will be initialised to investigate the tools used by other European Agencies. Other priorities in 2013 will include the organisation of meetings (5-6) and a training workshop with stakeholders, elaboration of an EFSA policy paper on the provision of services to applicants; harmonisation of application workflows; and the development of an EFSA application template for electronic submission.

Cooperation with Member States is crucial both for EFSA's ability to deliver its work programme and for the European food safety system in general; moreover synergistic working practices with the Member State authorities are vital in ensuring that resources are used efficiently. The value of contracts and grants distributed to Member State organisations under EFSA's procurement and Article 36 programme are crucial in achieving these objectives and it is proposed that €10.6 million will be allocated to these activities in 2013, an increase of almost €1.4 million over 2012. The EFSA Networks in fields such as animal health and welfare, GMOs, TSEs, microbiological risk assessment, and plant health will continue to be developed

and several calls for data will be launched in relation to areas such as food additives, flavourings and GMOs. Effective medium-term planning is important in facilitating the involvement of national food safety agencies in EFSA's work programme and it will continue to be enhanced in cooperation with the Advisory Forum to ensure that Member States can identify opportunities for cooperation as early as possible. EFSA's rolling multi-annual work programme (Multiannual Plan), will continue to be developed with input from the Commission.

EFSA will continue to build its programmes of engaging a wide range of stakeholders and partners in its work. The activities of the Stakeholder Consultative Platform, the mandate and membership of which will be renewed in 2012, will continue to be strengthened and consultative workshops and technical meetings, along with public consultations, will continue to be fully utilised. Building on the feasibility project initiated in 2012, EFSA will decide on the conditions for inclusion of observers to its scientific meetings.

In relation to risk communication, EFSA's *Communications Strategy 2010-2013* with its emphasis on a more impactful and thematic approach to risk communication will be reviewed in light of the outcomes of EFSA's external evaluation carried out in 2012 and the experience gained in the implementation of the strategy. The approach, already deployed in areas such as independence, zoonoses, GMOs and chemicals in food, will be expanded to nutrition and food innovation in 2013.

2. VISION, MISSION AND STRATEGY

2.1 Vision statement

EFSA is recognised as providing Europe with the best scientific advice that enables timely decision making to protect consumers from food-related risks and support healthy dietary choices as well as improve animal health and welfare and plant health.

2.2 Mission statement

EFSA provides transparent and independent scientific advice to underpin the policies and decisions of risk managers in the European Commission, European Parliament and Member States. It also provides effective and timely communication on all risks associated with the food and feed chain to a wide audience, including the public and all interested parties, and promotes coherence in risk communication in cooperation with the Commission and Member States. The Authority is committed to the core values of scientific excellence, independence, openness, transparency and responsiveness.

2.3 Strategic framework

EFSA's activities are guided by its overarching *Strategic Plan 2009-2013*¹ along with two main specific strategies: *Science Strategy 2012-2016*² which lays out the vision of how EFSA will continue to support the European food safety system over the next five years; and the *Communications Strategy 2010-2013*³ which sets out the long-term communication objectives for the Authority, outlining how these will be achieved and the measures implemented to evaluate success. The strategic objectives and targets from the *Strategic Plan 2009-2013* are listed in Annex D (p. 49).

3. ACTIVITY 1: PROVISION OF SCIENTIFIC ADVICE AND RISK ASSESSMENT APPROACHES

3.1 Overview

As EFSA implements its Science Strategy 2012-2016, it will continue to harmonise its risk assessment approaches and to share best practices both internally between the Scientific Panels and externally with other risk assessment bodies. Dialogue and consultation will be prominent features of the work programme as EFSA seeks to ensure that its advice is based on the broadest scientific base and is as relevant as possible to the needs of risk managers. In 2013, EFSA will consult its Scientific Committee on various issues given a high priority in the Science Strategy. The involvement of the Committee in the development of a structured and transparent prioritisation framework is of utmost importance to incorporate relevant scientific considerations in the balancing of priorities between regulated products, other health priorities and emerging issues. The Committee will be consulted on the establishment of a medium- and long-term planning of EFSA's activities and will provide guidance on a number of issues including the consideration of allergenicity in risk assessment, methodologies for a transparent and structured prioritisation framework for EFSA, and the development and implementation of new and harmonised methodologies for risk assessment. A multi-agency project on risk ranking will be launched to develop an evidence base for the comparison of health benefits and health risks of chemical, microbiological and nutritional substances in food. EFSA will continue to use its procurement and Article 36 programmes to outsource

¹EFSA Strategic Plan 2009-2013, <http://www.efsa.europa.eu/en/corporate/pub/strategicplan.htm>

²EFSA Science Strategy 2012-2016, <http://www.efsa.europa.eu/en/keydocs/docs/sciencestrategy.pdf>

³EFSA Communications Strategy 2010-2013, <http://www.efsa.europa.eu/en/keydocs/docs/commstrategyerspective2013.pdf>

mainly preparatory work to Member State organisations. A total budget of €12.6 million is proposed for generic risk assessments in 2013. In relation to the specific risk assessment work programme, the AHAW Panel will continue in 2013 to provide advice on the use of animal-based welfare indicators. Having delivered scientific opinions on dairy cows and pigs (2011) and broilers and beef cattle (2012), other producing animals will be addressed. Meat inspection will also be an important feature of the work programme of the AHAW Panel in 2013; EFSA is assisting the Commission in providing the scientific basis for the modernisation of meat inspection in the EU with a view to introducing a risk-based approach to meat inspection at all relevant stages of the production chain. To fulfil this complex mandate, EFSA is drawing on its expertise in a wide range of fields within its scientific remit: biological hazards, biological monitoring, chemical contaminants, and animal health and welfare. Scientific opinions were delivered on domestic swine and poultry in 2011 and 2012; in 2013, all other species (solipeds, beef, small ruminants, and farmed game species) will be covered. The AHAW Panel will continue to respond to requests from the European Commission on specific topics in the context of the new animal health law.

The BIOHAZ Panel will work on several opinions related to transmissible spongiform encephalopathies (TSEs) to enable further adaptation of risk management measures in response to the reduced incidence of BSE. A microbiological risk assessment of fresh products will be finished in 2013. The opinions initiated in 2011 on the public hazards to be covered by inspection of meat in cattle, small ruminants, farmed game and solipeds will be finalised in 2013. The NDA Panel will continue to work on the adoption of opinions on dietary reference values for micronutrients – a key part of establishing food-based dietary guidelines in the Member States. The FEEDAP Panel will prepare and update guidance documents for applicants⁴ on specific issues related to its risk assessments and will work on scientific opinions concerning generic issues under its remit. In the area of contaminants, risk assessments will mainly address plant toxicants, mycotoxins, health hazards to be covered by inspection of meat, and mercury in fish as well as the re-assessment of certain contaminants such as metals and perfluoro compounds (perfluorooctane sulfonate and perfluorooctanoic acid) in the light of new data. In the plant health area, the PLH Panel will focus on EU wide risk assessments of harmful organisms and the evaluation of risk reduction options. In addition, the PLH Panel will undertake peer reviews of pest risk assessments and other justification documents, including those prepared by EU member states and third countries. In line with EFSA's crisis preparedness procedures, the individual units will respond to urgent scientific requests as required.

The risk assessment work will be supported by the Scientific Assessment Support (SAS), Biological Monitoring (BIOMO) and Dietary & Chemical Monitoring (DCM) units. The SAS unit will provide hands-on modelling support following good statistical and epidemiological practices and will continue to work on the development and harmonisation of risk assessment methods (e.g. environmental monitoring) including the archiving and harmonisation of best coding practices for the development of statistical programmes and procedures to facilitate maintenance and reuse. The BIOMO unit will provide data for microbiological risk assessments and assist in data analyses. The DCM Unit will assess dietary exposure to hazardous compounds using occurrence data on contaminants in food and feed and food consumption information stored at an individual level in the Comprehensive European Food Consumption Database. The application of IT tools allowing the effective collection of data in the area of chemical compounds, food consumption and zoonoses as well as the processing of scientific information will be prioritised in 2013 and subsequent years.

3.2 Key performance indicators Activity 1*

Objective	Indicator	Achieved 2011	Expected 2012	Target 2013
Effective delivery of work programme	Number of scientific outputs adopted ⁵	57	74	71
Effective use of financial resources**	Proportion of original budget for Activity 1 committed/paid at year end	99.5%/90%	100%/87%	100%/90%
Effective execution of grants and procurements programme***	Proportion of original budget for grants and procurements in Activity 1 committed/paid at year end	70%/78%	100%/98%	100%/98%

*For generic indicators for EFSA science activities, see section 5.3 (p. 9). **Global budget including operational, staff and infrastructure costs. ***Includes operational costs only.

⁴ Regulation (EC) No 1831/2003

⁵ For a full overview of scientific outputs planned for 2013, see Table 1, pp. 10-11.

4. ACTIVITY 2: EVALUATION OF REGULATED PRODUCTS

4.1 Overview

The workload associated with the evaluation of regulated products and health claims will remain considerable in 2013; the proposed budget for this activity is €20.8 million. The new organisational structure implemented in 2011 and consolidated in 2012 reflects the prominence of evaluations of regulated products and health claims in the organisation's work programme. Efficiency is of paramount importance, without compromising the scientific quality of the evaluations. As a result of streamlining of working practices associated with applications EFSA will be able to optimise its efficiency, in line with the *Science Strategy 2012-2016*. The current approach to investment in scientific cooperation will be reviewed with a view to setting longer-term strategic and operational objectives in order to establish multi-year scientific cooperation programmes and prioritisation of scientific areas in line with the Medium Term Plan 2012-2015 agreed with the European Commission in December 2011. This multiannual approach will therefore facilitate the strategic deployment during 2013 of the scientific cooperation investment work programme in the evaluation of regulated products. Comprehensive framework contracts will be prepared aimed at outsourcing preparatory work, assisting in reducing the accumulated work and accommodating future needs linked to new legislation.

The helpdesk service for applicants established by the Applications Desk (APDESK) Unit will continue to enhance the dialogue and quality of the service provided to applicants, Member States, stakeholders and other interested parties and, in particular, will intensify interactions with small and medium enterprises. This unit will also further coordinate and streamline the registration and administrative procedures associated with applications. In line with the long-term strategy to increase application processing efficiency, EFSA aims to set up electronic submission of applications and will therefore initiate a feasibility study to investigate the use of current tools used by other European Agencies, such as the European Chemicals Agency (ECHA) and the European Medicines Agency (EMA). Through this strategy, EFSA will ensure the use of best existing practices while enabling secure exchange of data and information. Other priorities in 2013 will include the organisation of meetings (5-6) and a training workshop with stakeholders, elaboration of an EFSA policy paper on the provision of services to applicants; harmonisation of application workflows; and the development of an EFSA application template for electronic submission.

In line with the *Science Strategy 2012-2016*, efforts will be made to strengthen scientific cooperation and data exchange at European and international levels in order to better support the applicants with updated guidance documents and risk assessment methodological approaches based on the latest developments of science. Scientific colloquia, workshops, technical meetings and other forms of consultation will continue to be prioritised, striving to achieve a balance between scientific dialogue on the one hand and timeliness on the other. In relation to the specific work of the various Scientific Panels and EFSA units, the Food Ingredients & Packaging (FIP) Unit will provide scientific support to both the Panel on Food Additives and Nutrient Sources added to Food (ANS) and the Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids (CEF). In 2013 the ANS Panel will focus on the re-evaluation of the authorised food additives⁶, while also assessing new applications for food additives⁷, nutrient sources⁸ and some other substances added to food for nutritional or physiological purposes. The priority activities for the CEF Panel will include the following evaluations: new application for food enzymes⁹, plastic food contact materials¹⁰; recycled materials¹¹; active and intelligent packaging¹²; processing aids, flavourings including the re-evaluation of FGE (Flavouring Group Evaluation) 19 and footnote 10 substances¹³; new flavourings¹⁴; and smoke flavourings¹⁵. Opinions will be adopted by the BIOHAZ Panel on the assessment of diagnostic tests for TSEs as well as on the efficacy and the development of antimicrobial resistance of substances to be used for the surface decontamination of food of animal origin¹⁶. Opinions on alternative methods for disposal or use of animal by-products will also be adopted. The main activities of the FEEDAP Panel will include: the assessment of new feed additives; new uses of existing feed additives; the re-evaluation of existing feed additives and the

⁶ Regulation (EU) No 257/2010

⁷ Regulation (EC) No 1333/2008

⁸ Regulation (EC) No 1925/2006

⁹ Regulation (EC) 1332/2008

¹⁰ Regulation (EC) No 1935/2004

¹¹ Regulation (EC) No 282/2008

¹² Regulation (EC) No 450/2009

¹³ Article 3 of Regulation (EC) No 1565/2000

¹⁴ Art 3 of Regulation (EC) No 1331/2008

¹⁵ Art 8 of Regulation (EC) No 2065/2003

¹⁶ Regulation (EC) No 853/2004

modification of existing authorisations. The FEEDAP Panel will also work on assessment of relevant feed materials¹⁷. EFSA will continue to assess applications for the use of GMOs in foods and feeds as well as for cultivation¹⁸ in addition to assessing their safe use¹⁹ and providing assessments of post-market environmental monitoring. A guidance document for the environmental risk assessment of GM animals will be published. In the area of nutrition, the NDA Panel will work on nutrition and health claims on food²⁰, opinions on Article 14 and 13.5 claims, safety assessment of novel foods, and the re-evaluation of some Article 13 health claims. In addition, further guidance will be provided on the scientific requirements for health claims on specific areas.

The evaluation of regulated products and claims will be supported by the SAS and DCM units. In particular, SAS will provide statistical reviews of dossiers submitted to EFSA and prioritise the development of guidance for statistical reporting and templates for reviewing. DCM will assist the Panels in evaluating exposure calculations submitted by industry in support of applications and will focus on harmonising existing exposure methodologies used by the various Panels as much as possible. In the Pesticides unit, the final conclusions on the peer review of new active substances for which a decision on compliance of the dossier was taken before 14 June 2011²¹ are expected in 2013. The first conclusions for new active substances evaluated under the new Regulation (EC) No 1107/2009 will be delivered. Work will also be performed on the conclusions for the renewal of approval for a second and possibly third series of active substances²². The development and revision of harmonised risk assessment methodologies and guidance documents for pesticides in the area of human and environmental toxicology will continue. The work on the cumulative risk assessment of pesticide residues will continue with the investigation of further modes of combined toxicity.

4.2 Key performance indicators Activity 2*

Objective	Indicator	Achieved 2011	Expected 2012	Target 2013
Effective delivery of work programme	Number of scientific outputs adopted ²³	384	351	271
Effective use of financial resources**	Proportion of original budget for Activity 2 committed/paid at year end	90%/90%	100%/92%	100%/92%
Effective execution of grants & procurements***	Proportion of original grants and procurements budget for Activity 2 committed/paid at year end	47%/99%	100%/97%	100%/97%

*For generic indicators for EFSA science activities, see section 5.3 (p.9). **Global budget including operational, staff and infrastructure costs. ***Includes operational costs only.

5. ACTIVITY 3: DATA COLLECTION, SCIENTIFIC COOPERATION AND NETWORKING

5.1 Overview

The principal objective of the new Directorate of Science Strategy & Coordination is to implement EFSA's *Science Strategy 2012-2016*, which lays out the vision of how EFSA will continue to support the European food safety system over the next five years and meet the demands that are placed upon it. To practically support the implementation of the strategy, a number of key initiatives are proposed, beginning in 2012, which include the provision of training in key risk assessment areas for both Panel members and staff and the introduction of an enhanced knowledge management programme. A review of investment planning in scientific cooperation will be undertaken with a view to adopting a more strategic and multiannual approach in line with the *Science Strategy 2012-2016*. Through the identification of strategic multiannual investment areas, based on the scientific requirements of both EFSA and Member States, the contracts and grants programme will be more effectively deployed with a focus on areas with particularly heavy workloads such as the evaluation of regulated products. In 2013, the Scientific Committee will continue its work on the establishment of a compendium of botanicals and the provision of technical guidance in the area of statistical approaches. The proposed budget for activity 3 in 2013 is €25.5 million.

¹⁷ Regulation (EC) No 767/2009

¹⁸ Regulation (EC) No 1829/2003 and Directive 2001/18/EC

¹⁹ Regulation (EC) No 1831/2003

²⁰ Regulation (EC) No 1924/2006, Art. 13.1

²¹ Evaluated under Regulation (EU) No 188/2011

²² Regulation (EC) No 1141/2010 - Art. 16, and future AIR III Regulation

²³ For a full overview of scientific outputs planned for 2012, see Table 1, pp. 10-11.

EFSA's activities in the identification of emerging risks will be based on the strategy outlined in the 2012 *Emerging Issues Annual Report* and in the *Science Strategy 2012-2016*. The work will move from an emphasis on method development and pilot studies to one of implementation. The work will be supported by outsourcing on identified issues, particularly in the area of data gathering and production. Two outsourced projects will come to a conclusion in 2013: the EFSA chemical hazards database, which will provide summary toxicological data on all of EFSA's chemical risk assessments through an easy to access interface; and a project reviewing the current state of the art of -omics technologies and their potential impact on food and feed safety risk assessment. The latter project will contribute to a report to be produced by an Internal Task Force on new chemical risk assessment methodologies. Networking will continue to play an important role in emerging issue identification with the active engagement of Member States through the Emerging Risks Network, and stakeholders through a dedicated Consultative Group on emerging issues. It is also anticipated that the Scientific Committee will continue to play a prominent role in the assessment of emerging risks with support from EFSA's Emerging Risks Unit. In relation to crisis preparedness, the annual crisis training and simulation exercises will be organised with Member States. The procedures for responding to urgent requests will be tested and, if necessary, revised building on the experience gained from both simulation exercises and actual events.

Scientific cooperation and networking with Member States will remain a priority in 2013 to meet the challenges in risk assessment, to share the workload and to exchange information and data. The Advisory Forum and Scientific Cooperation Unit (AFSCO) will therefore continue to ensure the necessary dialogue with the national competent authorities responsible for food and feed safety risk assessment in the EU Member States via the Advisory Forum and the Focal Point network. Cooperation beyond EU 27 will take place via the Second Pre-accession Programme and the European Neighbourhood Programme that started in 2012. The medium-term planning process, which will help to identifying areas for more intense cooperation with organisations in Member States, and an Article 36 List, revised to achieve its full potential, will make this network even more effective in supporting EFSA in its tasks. The organisation of scientific colloquia and training on risk assessment will significantly contribute to optimising risk assessment capacity in Europe, as recommended in the *Science Strategy 2012-2016*.

The EFSA Networks in fields such as animal health and welfare, GMOs, TSEs, microbiological risk assessment, and plant health will continue to be developed. In addition, several calls for data will be launched in relation to areas such as food additives, flavourings and GMOs. The Dietary & Chemical Monitoring (DCM) unit will support the risk assessment work carried out by the Scientific Panels by contributing to the collection and analysis of occurrence data and to the assessment of exposure. In addition, it will collect and report on chemical contaminant occurrence and data on veterinary and pesticide residues from Member States. Reports will be issued on selected groups of contaminants and *ad hoc* support to the Commission will be provided. The food classification system released-in 2010-2011 will be progressively implemented in EFSA activities and made available to the Member States. Harmonised planning and performing of occurrence surveys will be promoted and appropriately supported by DCM, especially regarding post-market monitoring of regulated chemicals and substances for which data gaps have been identified. The deployment of the Comprehensive Food Consumption Database will be fully implemented. Harmonisation of food consumption data collection will continue in 2013, with particular focus on dietary survey execution protocols. In relation to EU Menu, the pan-European food consumption survey project, the outcome of the pilot projects will be summarised and disseminated. Preparation activities in Member States will be supported.

To further implement evidence-based, systematic and transparent approaches to risk assessment and in line with the guidance document on systematic reviews, the SAS unit will continue to provide methodological and hands-on support for systematic literature reviews including training for experts and staff. A guidance document on methods will be issued for expert knowledge elicitation including a public consultation, a crucial element of the risk assessment process. SAS will continue its work, started in 2011, on the harmonisation and quality assurance of environmental monitoring (e.g. GMOs and pesticides) and will provide guidance on the harmonised collection and analysis of tracing data (i.e. data obtained from forward- and back-tracing of food items through the food supply chain) based on experience gained during the 2011 Shiga toxin-producing *E. coli* (STEC) 0104:H4 crisis.

The Biological Monitoring (BIOMO) unit will produce two EU Summary reports on zoonoses, food-borne outbreaks and antimicrobial resistance in collaboration with ECDC and will assume greater responsibilities in the analyses of the data. This reporting will be supported by further harmonisation of monitoring and reporting of antimicrobial resistance and food-borne outbreaks where revised reporting specifications for EU Member States will be issued in 2013. Furthermore, the improvement of reporting on human pathogenic *Escherichia coli* occurring in animal and food reservoirs will be started in collaboration with the Member States and with the support of a contractor. One of the main focuses in 2013 will be the production of the final parts of the meat inspection mandate from the Commission. In this context, the BIOMO unit will issue four reports on harmonised epidemiological indicators for biological hazards related to meat inspection of cattle, small ruminants, farmed game and solipeds in close collaboration with the EFSA panels. Another important task will be the analysis of results from the EU-wide baseline survey on *Listeria monocytogenes* in ready-to-eat foods and two reports on

the analysis of results will be produced in 2013. The unit will also continue to enhance the use of automatic data transfer tools and the reporting of sample based data in the annual reporting by supporting the Member States with EFSA's grants. In addition, the unit will support the EFSA panels in form of data extractions and data analyses upon request.

In relation to pesticides, the priority objectives for 2013 will include the timely delivery of reasoned opinions on proposals for new or the amendment of existing maximum residue level (MRL) applications under Article 9 of Regulation (EC) No 396/2005. In addition, EFSA will prioritise the MRL review process as defined in the Article 12 of the above mentioned regulation. Another priority in 2013 will be the completion of the *Annual Report on Pesticide Residues*.

5.2 Key performance indicators Activity 3

Objective	Indicator	Achieved 2011	Expected 2012	Target 2013
Effective delivery of work programme	Number of scientific outputs adopted ²⁴	107	175	150
Effective use of financial resources**	Proportion of original budget for Activity 3 committed/paid at year end	103%/74%	100%/89%	100%/90%
Effective execution of grants and procurements programme***	Proportion of original grants and procurements budget for Activity 3 committed/paid at year end	124%/96%	100%/95%	100%/95%

*For generic indicators for EFSA science activities, see section 5.3 (below). **Global budget including operational, staff and infrastructure costs. ***Includes operational costs only.

5.3 Generic key performance indicators for science activities

Objective	Indicator	Achieved 2011	Expected 2012	Target 2013
Timeliness of scientific advice	Proportion of scientific outputs adopted within deadline	85%	90%	90%
	Proportion of scientific outputs ²⁵ finalised and published in the <i>EFSA Journal</i> within 15 working days of adoption	82%	90%	90%
Compliance with Policy on Declaration of Interest (2007)	Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	98%	100%	100%
	Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	99%	100%	100%

5.4 Risks to delivery of EFSA's scientific work programme

EFSA's ability to deliver its scientific work programme in 2013 will depend on the timely receipt of mandates, the timely enactment of European legislation, the quality of the applications received, the number of "stop the clocks" (i.e. delays in the evaluation procedure to request additional information from the applicant) required during application assessments as well as the timely and efficient delivery of reports by external recipients of grants and contracts. In relation to the "stop the clock" procedure - one of the main causes of delays in delivery of scientific outputs - EFSA is actively assessing its use to ensure that the mechanism is being applied appropriately. In addition, the Applications Desk unit will harmonise the use of the mechanism across EFSA. In relation to progress tracking and reporting, EFSA will continue to implement its Balanced Scorecard in 2013, which will provide a better mechanism to monitor organisational performance and facilitate the identification of priorities. Requests for urgent advice or technical assistance can cause some reprioritisation of work; EFSA has put in place a policy to cover such urgent request and crisis preparedness procedures and includes a resource allocation for the delivery of urgent advice or assistance in its planning activities.

²⁴ For a full overview of scientific outputs planned for 2012, see Table 1, pp. 10-11.

²⁵ Excludes outputs released in batches; data for outputs with additional communications activities (e.g. press releases, web news items) are reported in section 6.3 on p.12.

Table 1: Predicted scientific outputs and supporting publications 2013²⁶

	APDESK	FEED	FIP	GMO	NUTRI	PRAS	AHAW	BIOHAZ	BIOMO	CONTAM	DCM	PLH	SAS	AFSCO	EMRISK	SCOM	Total
Activity 1 Provision of scientific opinions and advice & risk assessment approaches																	
Guidance of the Scientific Committee / Scientific Panel	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	1
Opinion of the Scientific Committee / Scientific Panel	-	3	4	-	8	-	14	9	-	11	-	12	-	-	-	4	65
Scientific Report of EFSA	-	-	-	-	-	-	-	-	4	-	-	-	1	-	-	-	5
Total Activity 1	-	3	4	-	8	-	14	9	4	11	-	13	1	-	-	4	71
Activity 2 Evaluation of products, substances and claims subject to authorisation																	
Conclusion on Pesticide Peer Review	-	-	-	-	-	56	-	-	-	-	-	-	-	-	-	-	56
Guidance of the Scientific Committee / Scientific Panel	-	4	1	-	1	3	-	-	-	-	-	-	-	-	-	-	9
Opinion of the Scientific Committee / Scientific Panel	-	53	106	15	21	4	-	7	-	-	-	-	-	-	-	-	206
Total Activity 2	-	57	107	15	22	63	-	7	-	-	-	-	-	-	-	-	271

²⁶ For Scientific Panel and EFSA Unit acronyms see Glossary, p. 51.

Table 1: Predicted scientific outputs and supporting publications 2013 (continued)

	APDESK	FEED	FIP	GMO	NUTRI	PRAS	AHAW	BIOHAZ	BIOMO	CONTAM	DCM	PLH	SAS	AFSCO	EMRISK	SCOM	Total
Activity 3. Data Collection, scientific cooperation and networking																	
Guidance of EFSA	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	2
Reasoned Opinion	-	-	-	-	-	140	-	-	-	-	-	-	-	-	-	-	140
Scientific Report of EFSA	-	-	-	-	-	1	-	-	6	-	-	-	1	-	-	-	8
Total Activity 3	-	-	-	-	-	141	-	-	6	-	-	-	3	-	-	-	150
Other publications																	
Event report	4	-	-	3	1	-	4	3	-	-	-	-	-	1	-	-	16
External Scientific Report	-	-	-	-	4	-	5	4	16	3	21	3	3	-	2	1	62
Technical report	-	-	-	10	9	1	-	2	4	-	4	1	1	5	2	-	39
Internal report	1	-	-	3	-	-	-	-	7	-	9	-	30	17	-	-	67
Total other publications	5	-	-	16	14	1	9	9	27	3	34	4	34	23	4	1	184
Total outputs	5	60	111	31	44	205	23	25	37	14	34	17	38	23	4	5	676

6. ACTIVITY 4: COMMUNICATION AND DIALOGUE

6.1 Overview

In 2013, EFSA will review its *Communications Strategy 2010-2013* building on the outcomes of EFSA's external evaluation carried out in 2012 and the experience gained in the implementation of the strategy. The implementation of a more thematic and impactful approach to communication will be pursued building on the work already carried out in areas such as independence, zoonoses, GMOs and the safety of chemicals in food. A more thematic approach will be introduced in the areas of nutrition and innovation in 2013. The thematic approach will be reflected on EFSA's website and the user base will be broadened to include a wider range of stakeholders and interested parties. The development of multimedia products to support its work in thematic areas and new products to increase outreach to informed lay audiences will be prioritised. The Authority will continue to work closely with partners in Member States and with stakeholder groups to expand its outreach, and will look to raising awareness of its work in particular amongst public health professionals. The use of social media which was introduced in 2012 will continue with a view to increasing the outreach of news items via new routes such as Twitter.

In 2013, the reorganisation of the Communications Directorate, and in particular the creation of two functional units (Editorial & Media Relations and Communication Channels), will be completed. New business processes will further streamline content development, editorial services and information dissemination and will be instrumental in the development of integrated communications plans, enhancing overall efficiency and impact. EFSA will develop a dedicated internal communications approach in co-operation with HUCAP aiming to engage more fully both with staff and its external scientific experts, in line with the human capital development strategy.

EFSA will continue to develop its risk communication guidelines, a living document developed in collaboration with the Member States in 2012, integrating new case studies to foster learning, share best practice and support greater coherence in risk communication approaches. The development of a lexicon of risk assessment terms will continue, again in collaboration with national risk communicators. A call will be launched for quantitative research amongst key target audiences in all 27 Member States to better assess EFSA's image and perceptions of its work, building on the results of the qualitative research in 2010. EFSA will continue to engage a wide range of stakeholders and interested parties in its work via the Stakeholder Consultative Platform, consultative workshops, technical meetings and other means.

EFSA continued to ensure effective working relations with the European institutions and agencies and to build effective working relationships with the Italian authorities at local, regional and national levels. The proposed budget for the entire communications and dialogue activity for 2013 is €5.6 m

6.2 Risks to delivery of the communications and dialogue work programme

To ensure the effectiveness of its online communications and extend its outreach, the availability of effective IT support is crucial and EFSA will need to optimise the use of existing resources in this regard. The structural reorganisation of the Communications Directorate is critical to the delivery of the communications work programme and the effectiveness of the functions will be regularly monitored. EFSA will renew a contract in media monitoring services in 2013 and will need to ensure smooth transition should a new provider be retained following open call for tender launched in 2012.

6.3 Key performance indicators for Activity 4

Objective	Performance Indicator	Achieved 2011	Expected 2012	Target 2013
Effective use of financial resources*	Proportion of original Communications budget committed/paid at year end	85%/81%	99%/65%	100%/90%
Effective delivery of communication outputs/Enhanced simplicity	<i>Understanding Science</i> video series	NA	35	15
Timeliness	Proportion of press releases/web news items accompanying scientific outputs delivered within 20 working days of adoption ²⁷	50%	60%	70%

²⁷ This indicator covers press releases and web news items on a number of key selected scientific outputs and does not include outputs released in batches such as health claim opinions.

Objective	Performance Indicator	Achieved 2011	Expected 2012	Target 2013
	Web visits	3.57 million	3.6 million	3.8 million
Visibility/Outreach	Bibliographic databases indexing the <i>EFSA Journal</i>	5	5	6
	Newsletter subscriptions	27,933	29,000	30,000
Transparency	Number of public consultations	78	80	51
	Message penetration and tracking ²⁸ :			
Effectiveness of communication	1. One key message taken up by media (%)	94	90	90
	2. Two key messages taken up by media (%)	57	60	60
	<i>Based on the following outputs:</i>			
	Number of press releases and web stories	78	80	80

***Global budget including operational, staff and infrastructure costs.

7. GOVERNANCE AND SUPPORT ACTIVITIES

7.1 Overview

In 2013, the integration and streamlining of financial processing and support will continue to focus on enhanced efficiency in the fields of mass payments related to experts and staff with the integration of the local systems with ABAC (accrual-based accounting). The fully fledged grant and procurement management tool will enable comprehensive control over the different steps of the tendering process, from programme setting to contract management. Streamlining of ex-ante verifications and controls proportionate to risks will enable greater focus on corporate, balanced score card and performance reporting and the identification of areas for improvement. The monitoring of the evolution, overall compliance and effectiveness of the Internal Control Standards (ICS) will continue to ensure implementation and adherence to best practices promoted in the various control environments. Close treasury management and production of account statements will continue to be core objectives of Accounting as well as timely payment processing and general ledger management. In relation to quality management, the construction of EFSA's Quality Management System is scheduled to reach an important landmark by the end of 2013 with the completion of the module covering scientific activities. The system will be based on ISO9001:2008 and is scheduled to cover all of EFSA's activities by the end of 2016.

EFSA will continue to ensure sound financial management and to make resources available in accordance with its policy objectives. As regards accounting and treasury management, the Authority will closely adhere to Commission accounting rules and will provide financial statements as required. In addition, EFSA will provide timely information to EFSA Management, Court of Auditors, the Internal Audit Service (IAS) of the Commission and other EU institutions. It will ensure efficient implementation of payment transactions, collection of revenue and recovery of amounts. In relation to human resources, the Human Capital and Knowledge Management Unit and related functions will be fully operational. Priority will be given in the first place to the reinforcement of recruitment strategies, aimed at filling all posts allowed by its budget and establishment plan within the framework of the long-term staffing trends of the EU Institutions. In addition, the unit will focus on development and career strategies, enhancing the role of the internal and external scientific workforces, thereby raising the proportion of knowledge workers within the organisation. Another pillar will be the implementation of scientific learning paths in accordance with the EFSA Science Strategy 2012-2016 and the full use of the typical competency development spectrum (action learning, formal classes, e-Learning and Communities of Knowledge, etc.).

The legal and regulatory challenges in 2013 in relation to scientific decision making processes will focus on ensuring the legal soundness of authorization procedures and other regulatory processes. The legal compliance of the governance documents related to all EFSA processes will be ensured, together with the legal soundness of all corporate documents with

²⁸ Data for 2011 refer to the period October to December only.

a view of mitigating risks deriving from decisions based thereon. Particular attention will be focused on the legal advice in all pre-litigation and litigation actions with the aim of reducing all possible claims against EFSA. The creation of a legally sound environment entails the provision of legal support for the implementation of the grant and procurement awarding procedures, contracts and agreements; the assurance of centralised coherent legal processing related to transparency and access to document requests; the legal soundness and the provision of legal analysis for all decisions pertaining to human resources; and the provision of the ethical advice function in-house to monitor and drive respect for EFSA's ethical standards. The wide range of laws and regulated procedures applicable to EFSA in the area of regulated products, along with the adoption of new legislation and the increased scrutiny by stakeholders, require the enhancement of working processes regarding the identification, surveillance and mitigation of legal risks. This will be implemented by reinforcing the legal clearance processes for all relevant outputs and processes that will guarantee the identification and management of compliance issues in the legal and regulatory field.

In relation to the deployment of information technology (IT), EFSA will be guided by the IT Investment Plan 2012–2014 as approved in 2011 and the principles agreed in an IT Strategy that will be approved in 2012. Priorities for 2013 will include: deployment of electronic support for managing scientific literature; strengthening the electronic collection of structured scientific data; electronic support for interactions with applicants; deployment of electronic tools for management planning and monitoring purposes; and the deployment of an electronic document management system. In terms of efficiency, EFSA aim to deliver 95% of its IT projects within time and budget. A disaster recovery site will be activated in a site remote from Parma, in order to guarantee business continuity in case of physical disasters in Parma. EFSA will continue to operate its technological infrastructure from the EFSA premises, with the target of maintaining costs of operational and maintenance activities at the same level of 2012.

In relation to the new EFSA premises, a preliminary study will be carried out in 2012 on the optimisation of the management of the building in terms of use of natural resources and reduction of CO₂ emissions. Any decision to seek EMAS (Eco-Management and Audit Scheme) certification will be predicated on the outcomes of the study. Centralised support for scientific and communication activities will be provided to the EFSA units by CORSER through logistical support for the organisation of events, general and infrastructure services, translations and proofreading activities. In terms of logistical support for the organisation of EFSA meetings, the CORSER Unit will continue to increase its contribution particularly in the organisation of flights, hotels policy management and booking, and shuttles. The quality of support provided is directly linked to the level of development and integration of the logistical functionality (meeting-room booking, accommodation, travel organisation, etc.) into EFSA's Mission Organisation System (MOS). The operational development of the Unit is subject to the ongoing adaptation of EFSA's organisational structure and is dependent on the process mapping and associated financial and human resource aspects that will be carried out in 2012.

The proposed budget for governance and support activities in 2013 is €13.7 m.

7.2 Risks to delivery

The main risks to the consolidation of Human Capital and Knowledge Management organisational model and activities are associated with the timely delivery and implementation of the HR electronic tool "Allegro" which is crucial to the streamlining of work processes. Risks associated with delivery of IT projects will be mitigated by enforcing the existing IT governance which will oversee the implementation of EFSA's IT Investment Plan 2012–2014, ensuring that the business value delivered is in line with expectations. Benchmarking of IT costs will be introduced after 2012, in order to guarantee that IT costs are proportional to value delivered. To mitigate risks in the legal and regulatory area, legal screening will continue to be a standard feature of relevant decision-making processes.

7.3 Key performance indicators for governance and support activities

Objective	Indicator	Achieved 2011	Expected 2012	Target 2013
Effective use of governance & support financial resources*	Proportion of original budget committed/paid at year end	111%/78%	100%/85%	100%/90%
	Execution of overall EFSA budget:			
	<ul style="list-style-type: none"> Commitments (%) 	98.5	99.0	99.0
Effective use of EFSA financial resources	<ul style="list-style-type: none"> Payment credits requested from DG SANCO (%) Carry forward of payments to following year (%) 	98.7 16.5	99.0 16.0	99.0 16.0
Enhanced skill profile of staff	Ratio of knowledge workers** /support workers	0.62	0.64	0.66
Efficient use of IT resources	Projects delivered within budget and deadline (%)	85	92.5	95
Development of an integrated performance management system (IPM)	Milestones of implementation reached within deadline (e.g. in 2011 these represented the establishment of an agreed declaration of intent and operating framework)	Achieved	Achieved	Achieved

***Global budget including operational, staff and infrastructure costs. **Defined as staff at AD and FG4 grades and seconded national experts.

Submitted for adoption in Parma, Italy
on 15 March 2012

For the EFSA Management Board

Prof. Diána Bánáti
Chair of the Management Board

ANNEXES

Annex A: Detailed deliverables per activity

Activity 1: Provision of scientific advice

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
FEED					
Feed Additives: nutritional, sensory	Opinion of the Scientific Committee / Scientific Panel	3	4	0.7	13
Total		3	4	0.7	13
FIP					
Anticipated need for urgent generic requests related to food additives and nutrient sources	Opinion of the Scientific Committee / Scientific Panel	2	2	1	28
Anticipated need for urgent generic requests (Art. 29)	Opinion of the Scientific Committee / Scientific Panel	2	2	1.5	69
Total		4	4	2.5	96
NUTRI					
Dietary reference values for energy, protein and micronutrients	Opinion of the Scientific Committee / Scientific Panel	6	6	3	103
Public consultation on dietary reference value opinions for energy and protein	Technical report	4	4	0.5	0
Anticipated need for advice on general aspects related to nutrition, dietetic foods and health claims (energy conversion factors, labelling reference intake values, generic conditions of use)	Opinion of the Scientific Committee / Scientific Panel	1	1	1	27
Allergen risk assessment (thresholds for allergen)	Opinion of the Scientific Committee / Scientific Panel	1	1	2	53
Total		12	12	6.5	183
AHAW					
Welfare risks associated with transport of fish (species specific)	Opinion of the Scientific Committee / Scientific Panel	3	4	1.5	115
Animal-based welfare indicators: beef and calves, laying hens and broilers	Opinion of the Scientific Committee / Scientific Panel	4	4	1.5	74
Vector-borne diseases: leishmaniosis, Crimean-Congo haemorrhagic fever (CCHF), African horse sickness and equine encephalosis, West Nile Virus	Opinion of the Scientific Committee / Scientific Panel	2	2	1.5	149
Risk assessment in animal health in support of the new animal health law: Swine vesicular disease and vesicular stomatitis (SVD/VS), foot and mouth disease, comment on the zoonosis summary report, bovine tuberculosis	Opinion of the Scientific Committee / Scientific Panel	4	6	1.85	141
Meat inspection revision, implications for Animal health and welfare (poultry, solipeds, bovine, farmed games, small ruminants)	Opinion of the Scientific Committee / Scientific Panel	1	5	3.6	88

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Aquatic animals health: Comparative risk of viral haemorrhagic septicaemia and infectious salmon anaemia strains	Opinion of the Scientific Committee / Scientific Panel	0	1	1	16
Ad hoc or urgent advice and scientific assistance	EFSA advice/output	0	0	0.25	0
Total		14	22	11.2	583
BIOHAZ					
Foodborne zoonoses including AMR	Opinion of the Scientific Committee / Scientific Panel	1	6	3.8	191
Food hygiene including meat inspection	Opinion of the Scientific Committee / Scientific Panel	4	8	4	178
TSE opinions, e.g. mandates related to the TSE road map	Opinion of the Scientific Committee / Scientific Panel	3	5	1.5	83
Qualified Presumption of Safety (QPS)	Opinion of the Scientific Committee / Scientific Panel	1	1	0.5	40
Ad hoc or urgent advice	EFSA advice/output	0	0	0.25	0
Total		9	20	10.0	492
BIOMO					
Meat inspection mandate - defining epidemiological indicators	Scientific Report of EFSA	4	4	3	88
Assistance to EFSA panels	Internal Report	6	8	1	0
Total		10	12	4	88
CONTAM					
Contaminants in food and feed (mycotoxins and natural plant toxicants)	Opinion of the Scientific Committee / Scientific Panel	4	6	3.55	271
Contaminants in food (mercury, brominated flame retardants, mineral hydrocarbons, meat inspection, bottled seawater and previous cargoes)	Opinion of the Scientific Committee / Scientific Panel	7	11	7	392
Contaminants in feed	Opinion of the Scientific Committee / Scientific Panel	0	1	0.25	7
Pharmacologically active substances covered by Reg (EC) 470/2009 Art. 19 (1)	Opinion of the Scientific Committee / Scientific Panel	0	1	0.25	7
Ad hoc or urgent advice and scientific opinion	EFSA advice/output	0	0	0.25	0
Total		11	19	11.3	677
DCM					
Support for generic opinions	Internal Report	5	8	2	0
Total		5	8	2	0
PLH					
Peer review of pest risk assessments and other justification documents (e.g. documents prepared by EU member states, third countries etc.).	Opinion of the Scientific Committee / Scientific Panel	4	4	1.25	87

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Pest risk assessment for the EU territory and evaluation of risk reduction options (e.g. Annex II Part 2, section 2 of Council Directive 2000/29/EC and other harmful organisms)	Opinion of the Scientific Committee / Scientific Panel	8	8	7.5	407
Update of the guidance document on harmonised framework for pest risk assessment	Guidance of the Scientific Committee / Scientific Panel	1	1	0.75	67
Ad hoc or urgent advice and scientific assistance	EFSA advice/output	0	0	0.25	0
Total		13	13	9.75	560
SAS					
Support for generic opinions	Internal Report	10	15	2	22
	Scientific Report of EFSA	1	1	1	18
Ad hoc urgent advice and scientific assistance		0	0	0	0
Total		11	16	3	39
SCOM					
Preparation of scientific advice on horizontal subjects and risk assessment approaches (topics to be confirmed)	Opinion of the Scientific Committee / Scientific Panel	4	5	6.5	494
Workshops/meetings on horizontal issues	Workshop/meeting reports	0	2	1.25	55
Editorial Board meeting		0	0	0	5
MRC teleconferences - SC chair		0	0	0	5
Total		4	7	7.75	558
IT					
Develop IT tools to support the risk assessment activities (Risk Assessment Workflows, Declaration of Interest tool)	Application development of IT tools to support to provision of reporting and monitoring for risk assessment (Risk Assessment Workflows, Declaration of Interest tool)	0	0	1.5	957
Maintenance of IT tools supporting the Risk Assessment activities (Risk Assessment Workflows, Declaration of Interest tool)	Application operations & maintenance of existing IT tools	0	0	1.5	338
Total		0	0	3	1,295

Activity 2: Evaluation of regulated products

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
APDESK					
Meeting 1 with applicants / association applicants in the field of the REPRO units	Event report	1	1	2	16

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Meeting 2 with applicants / association applicants in the field of the REPRO units	Event report	1	1	2	16
Meeting 4 with applicants	Event report	1	1	2	38
Meeting 3 with applicants / association applicants in the field of the REPRO units	Event report	1	1	2	17
Total		4	4	8	87
FEED					
New additives or new uses for a feed additive (Article 4 of Regulation (EC) 1831/2003)	Opinion of the Scientific Committee / Scientific Panel	10	14	2	71
Re-evaluation of existing feed additives (Article 4 and Art 10 of Regulation (EC) 1831/2003)(priority 1)	Opinion of the Scientific Committee / Scientific Panel	37	61	11.7	656
Modification of existing authorisations (Article 13 of Regulation(EC) 1831/2003)	Opinion of the Scientific Committee / Scientific Panel	3	4	1.3	41
Requests associated with negative/inconclusive opinions under Regulation (EC) 1831/2003	Opinion of the Scientific Committee / Scientific Panel	3	5	1.45	17
New Guidance on support for applicants in the preparation and presentation of applications (covering additional issues not included in previous guidance documents) and one administrative guidance document	Guidance of the Scientific Committee / Scientific Panel	4	6	1.75	36
Total		57	90	18.2	821
FIP					
Additives: new applications	Opinion of the Scientific Committee / Scientific Panel	3	4	1	54
Additives: re-evaluation	Opinion of the Scientific Committee / Scientific Panel	15	30	8	381
Evaluation of nutrient sources and other substances	Opinion of the Scientific Committee / Scientific Panel	4	4	1	68
Plastic food contact materials substances (Regulation 1935/2004)	Opinion of the Scientific Committee / Scientific Panel	14	14	2	105
Recycling of FCM: existing and new processes (Regulation 282/2008 Art 5)	Opinion of the Scientific Committee / Scientific Panel	21	21	3.5	87
Active and intelligent packaging materials (Regulation 450/2009 Art 8)	Opinion of the Scientific Committee / Scientific Panel	2	2	0.75	29
Processing aids/decontaminants	Opinion of the Scientific Committee / Scientific Panel	2	2	0.75	28
Flavourings: Re-evaluation of FGE.19 and footnote 10 substances (Regulation 1565/2000 Art 3), New flavourings (Regulation 1331/2008 Art 3) & Smoke flavourings (Regulation 2065/2003 Art 8)	Opinion of the Scientific Committee / Scientific Panel	30	30	2	212
Plastic food contact materials substances: revision of guidance	Guidance of the Scientific Committee / Scientific Panel	1	1	1	26

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Enzymes: Scientific opinions for applications in the preparation and presentation of applications (Regulation 1332/2008)	Opinion of the Scientific Committee / Scientific Panel	15	15	1	65
Total		107	123	21	1,053

GMO

Applications received under Directive 2001/18/EC, Regulation 1829/2003, 1831/2003 and 1331/2008 and renewal of GM plant application.	Opinion of the Scientific Committee / Scientific Panel	10	80	15.75	636
EC requests related to new techniques and PMEM reports	Opinion of the Scientific Committee / Scientific Panel	4	5	2.5	161
EC requests related to applications including Safeguard clauses	Opinion of the Scientific Committee / Scientific Panel	1	3	0.5	28
EFSA overall opinions on applications (Regulation 1829/2003)	Technical report	9	9	0.5	0
Public consultation on guidance document (GD) for Environmental RA of GM animals	Technical report	1	1	0.5	0
Workshop in the area of risk assessment of GMOs	Event report	1	1	0.25	13
WG Update of Renewal Guidance	Guidance of the Scientific Committee / Scientific Panel	0	1	0.5	29
WG on harmonisation of the implementation of the ERA of GM plants	Guidance of the Scientific Committee / Scientific Panel	0	1	0.5	69
WG on full risk assessment	Guidance of the Scientific Committee / Scientific Panel	0	1	0.25	12
WG on update of allergenicity guidance	Guidance of the Scientific Committee / Scientific Panel	0	1	0.25	12
Total		26	103	21.5	958

NUTRI

Safety assessment of Novel Foods (EC 258/97)	Opinion of the Scientific Committee / Scientific Panel	5	5	2.5	77
Novel Foods (EC 258/97): Update of guidance document for preparation of Novel Foods application	Guidance of the Scientific Committee / Scientific Panel	1	1	0.5	74
Article 14 and 13.5 claims (Health Claims Regulation, EC 1924/2006)	Opinion of the Scientific Committee / Scientific Panel	15	15	6	167
Response to comments on published health claims applications	Technical report	5	5	0.5	0
Other applications (allergies, infant formulae) (Directive 2000/13/EC; Directive 2006/141/EC)	Opinion of the Scientific Committee / Scientific Panel	1	1	1	50
Total		27	27	10.5	369

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
PRAS					
Update and development of R.A. methodology and guidance (opinion of the panel)	Opinion of the Scientific Committee / Scientific Panel	4	10	5	268
Update and development of R.A. methodology and guidance (guidance of the panel and of EFSA)	Guidance of the Scientific Committee / Scientific Panel	3	7	5	242
Reg. 1107/2009, Art. 12	Conclusion on Pesticides Peer Review	8	18	5	67
Reg. 188/2011, Art. 8	Conclusion on Pesticides Peer Review	20	20	9	106
Reg. 1141/2010, Art. 16	Conclusion on Pesticides Peer Review	20	30	10	168
Reg. 1107/2009, Art. 23(4)	Conclusion on Pesticides Peer Review	3	4	2	2
Post approval activities	Conclusion on Pesticides Peer Review	5	7	2	3
Pesticide Steering Committee	Technical report	1	1	0	38
Total		64	97	38	893
Support Service for applicants	Enhancement of the services provided by EFSA to the applicants	0	3	0	NA
Total		0	3	0	NA
BIOHAZ					
TSE diagnostic tests	Opinion of the Scientific Committee / Scientific Panel	1	2	0.2	15
Animal by-product (ABP) applications	Opinion of the Scientific Committee / Scientific Panel	4	4	3	130
Decontamination dossiers	Opinion of the Scientific Committee / Scientific Panel	2	3	1	49
Total		7	9	4.2	194
DCM					
Support for the evaluation of products, substances and claims	Internal Report	3	3	2	0
Working group in support of post-market monitoring	Technical report	1	1	0.5	14
Total		4	4	2.5	14
SAS					
Support for the evaluation of products, substances and claims	Internal Report	10	15	2.75	0
Total		10	15	2.75	0
IT					
Development of IT tools to support the Application Desk processes	Develop IT Tools to support applications	0	0	3	1,807
Maintenance of IT tools supporting the Application Desk Process	Operate and maintain IT environment for the Application desk	0	0	1.5	338
Total		0	0	4.5	2,145

Activity 3: Data collection, scientific cooperation and networking

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
APDESK					
Survey on stakeholder satisfaction	Internal Report	1	1	1	195
Total		1	1	1	195
FEED					
Proofreading of opinions	External Scientific Report	0	0	0.2	17
Orphan additives: Feed additives authorised under Directive 70/524 not supported by an application under Article 10 of Regulation 1831/2003. Collection of data concerning risk assessment	Technical report	0	1	0.7	150
Botanical Flavourings: Sensory Feed additives, esp. Botanical flavourings: Revision of Literature on Toxicological profile and Residues	Technical report	0	1	1.2	250
Total		0	2	2.1	417
FIP					
Preparatory documents received from outsourcing activities: re-evaluation of food additives.	Preparatory documents, which will serve as the basis for the work on the pre-evaluation of food additives	0	20	1.7	0
Outsourcing: Bibliography reports on BPA	Preparatory work	0	0	0.5	NA
Outsourcing: Editing and proofreading of draft opinions	proof-read draft opinions	24	24	0.9	12
Outsourcing: Preparatory work to support the ANS Panel 2nd SC under multiple FWC 2011	preparatory documents to serve as basis for opinions	0	10	0.6	150
Additives: Calls for data in accordance with regulation (EU) 257/2010		0	5	1	0
Outsourcing: Metabolites database to support the ANS Panel under FWC	reports and database	0	1	0.6	160
Outsourcing: Framework contract food additives	specific contracts drafting preparatory documents to support the re-evaluation of food additives	0	0	0.1	0
Outsourcing: Framework contract metabolites	specific contracts drafting reports and establishing database	0	0	0.1	0
Outsourcing: CEF Bibliography reports on BPA	Preparatory work	0	0	0.5	0
Outsourcing: CEF FCM: preparation of non-toxicological and toxicological summary data sheets	Preparatory work	0	0	2	120
Outsourcing: CEF Food Enzymes: preparation of Summary Documents including toxicity and non-toxicity data	Preparatory work	0	0	0.5	124
Outsourcing: CEF Collection of data on flavourings and preparation of summaries	Preparatory work	0	0	0	250
Outsourcing: CEF Scientific proofreading of FGEs (flavouring group evaluations)	Opinion of the Scientific Committee / Scientific Panel	0	0	0	20

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Total		24	60	8.5	836

GMO

Update of database of bio-ecological information on non-target arthropod species to support the environmental risk assessment of genetically modified crops in the European Union.	External Scientific Report	0	1	0.5	80
Procurement for initial RA of renewal applications to be received under regulations 1331/2008 & 1332/2008 Food additives as well as regulation 1831/2003 art 10, Framework contract 300 K euro 2012-2015	Internal Report	3	20	0.5	50
Statistical support for evaluation of risk assessment of GMO dossiers	Internal Report	0	12	0.5	45
Proofreading of opinions	Opinion with enhanced clarity	9	9	0.25	15
Support for workshop (moderation, report preparation)	Event report	1	1	0.25	5
Support in the area of GMO risk assessment	External Scientific Report	0	1	1	201
EFSA-Member State GMO scientific risk assessment network	Event report	1	1	0.5	36
Total		14	45	3.5	432

NUTRI

Outsourcing: preparatory work for nutrition activities	External Scientific Report	0	0	1	282
Outsourcing for preparatory work for allergen risk assessment	External Scientific Report	1	1	0.2	0
Outsourcing: Preparatory work related to dietary reference values for micronutrients	External Scientific Report	3	3	0.6	0
Meetings with stakeholders on health claims	Event report	1	1	0.2	34
Total		5	5	2	316

PRAS

Dietary cumulative risk assessment for organophosphate and carbamate pesticides	External Scientific Report	0	1	0.5	109
Survey of non-dietary exposure of professional pesticide applicators	External Scientific Report	0	1	0.5	200
Science behind PECs soil for permanent and row crops	External Scientific Report	0	1	0.5	110

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Comparison of NOEC values to EC10/EC20 values, including confidence values, in aquatic and terrestrial ecotoxicology risk assessment	External Scientific Report	0	1	0.5	210
Literature review in preparation of the update of the Birds and Mammals GD	External Scientific Report	0	1	0.5	50
Reg. 396/2005, Art. 32	Scientific Report of EFSA	1	4	2	112
Reg. 396/2005, Art. 12	Reasoned Opinion	60	120	2.5	171
Reg. 396/2005, Art. 10	Reasoned Opinion	75	75	3	0
Reg. 396/2005, Art. 43	Reasoned Opinion	5	5	0.5	0
Development of software models in support of cumulative risk assessment	External Scientific Report	0	1	0.5	200
Total		141	210	11	1,162
AHAW					
Systematic reviews as preparatory work for AHAW mandates	External Scientific Report	2	2	0.3	40
Member State collaboration with AHAW network	Technical report	0	1	0.75	62
Proofreading of opinions	Proofreading services	0	0	0.1	22
Workshop on methodological approach of Risk Assessment for emerging issues in animal and plant health	Event report	1	1	0.75	23
Methodological aspects of validation of indicators for animal welfare	External Scientific Report	0	1	0	220
Stakeholder consultation and technical meetings (fish welfare during transport)	Event report	1	1	0.5	19
Review of available models for risk assessment in the field of animal health	External Scientific Report	0	1	0	50
Data collection to characterise the impact of canine leishmaniosis and modelling of the role of animals in spreading Leishmania infantum within the European Union	External Scientific Report	1	1	0.1	0
Update and upgrade of AHAW database on vector borne diseases	External Scientific Report	1	1	0.1	0
Animal-based welfare indicators (technical hearing)	Event report	2	2	1	33
Development of a risk assessment methodological framework for potentially pandemic influenza strains	External Scientific Report	0	1	0.1	0
Risk categorization principles for aquaculture animal health surveillance	External Scientific Report	1	1	0.1	0
Total		9	13	3.8	470
BIOHAZ					
Proofreading and scientific editing of adopted opinions	Proofreading service	0	0	0	5

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Preparatory work to support the BIOHAZ panel on scientific opinions on foodborne zoonoses	External Scientific Report	1	1	0.6	356
Preparatory work to support the BIOHAZ panel on scientific opinions on food hygiene	External Scientific Report	2	2	0.2	0
Model on the TSE infectivity level in animal tissues	External Scientific Report	1	1	0.3	0
Salmonella in turkeys, salmonella in pigs, monitoring of TSEs in cattle in the EU	Maintenance of software	0	0	0.1	0
Member State collaboration with microbiological risk assessment (MRA) and TSE networks: Annual reports	Technical report	2	2	0.4	60
Workshops with stakeholders on food hygiene issues	Event report	3	3	0.15	12
Total		9	9	1.75	433
BIOMO					
Community Summary Reports on zoonoses, and food-borne outbreaks	External Scientific Report	4	4	0.8	200
EU Summary Reports on zoonoses and food-borne outbreaks	Scientific Report of EFSA	1	2	4	28
Community Summary Reports on antimicrobial resistance	External Scientific Report	2	2	0.3	170
EU Summary Reports, reporting manuals	Technical report	2	2	0.2	0
Baseline survey preparation and analyses	External Scientific Report	3	3	0.2	0
	Scientific Report of EFSA	2	2	1.75	56
EU Summary Reports on antimicrobial resistance	Scientific Report of EFSA	1	2	2	28
Database and reporting applications	External Scientific Report	7	14	1	483
Proof reading	Proofreading services	0	0	0	30
Database and reporting applications, networking	Internal Report	1	1	0.5	20
Reporting applications, development	Technical report	1	1	0.5	0
Harmonisation of monitoring and reporting	External Scientific Report	0	1	0.2	100
	Scientific Report of EFSA	2	3	1	60
Development of analytical methods for the annual data	Analytical Methods	0	0	0.1	0
Coordination of networks of Zoonoses Data Collection	Technical report	1	1	0.2	46
Ad hoc or urgent advice and scientific assistance	EFSA advice/output	0	0	0.25	1
Total		27	38	13	1,221
CONTAM					
Pyrrrolizidine alkaloids - toxicity study in order to refine risk assessment	External Scientific Report	0	1	0.1	227

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Occurrence data on citrinin in food and feed - in order to refine risk assessment	External Scientific Report	0	1	0.1	132
Proofreading and scientific editing of adopted opinions	Proofreading services	0	0	0	3
Occurrence data on tetrabromobisphenol A (TBBPA) in various foods - in order to refine risk assessment	External Scientific Report	0	1	0.1	132
Alternaria toxins - data needs identified in order to refine risk assessment (genotoxicity test)	External Scientific Report	1	1	0.2	0
Influence on processing on nitrate levels in vegetable	External Scientific Report	1	1	0.1	0
Mineral hydrocarbons toxins - data needs identified in order to refine risk assessment	External Scientific Report	1	1	0.1	0
Total		3	6	0.7	493
DCM					
Access to high performance probabilistic calculation computer service	Provision of a software tool to calculate exposure results to be included in a Scientific report of EFSA	3	5	0.8	50
Assistance to Member States to map database structures to EFSA requirements and to submit data using the xml protocol and the FoodEx2 classification.	External Scientific Report	3	6	0.2	240
Support for food consumption data collection in five countries according to the EU Menu protocol	External Scientific Report	0	5	0.4	1,000
Harmonisation of exposure assessment methodology maintenance	Technical report	1	1	2	101
Assistance to Member States that has already adopted electronic data submissions to EFSA to transcode current food classifications to the FoodEx2 system.	External Scientific Report	4	8	0.4	250
Ad hoc or urgent advice and scientific assistance	Internal Report	1	1	0.25	0
Support for planning of and performing surveys on occurrence of chemical contaminants for which data gaps are identified.	External Scientific Report	1	1	1	200
Network meetings - harmonisation of exposure assessment methodology vis. food consumption	Technical report	1	1	1.75	25
Post market monitoring of approved chemical substances used in food production with a focus on additives	External Scientific Report	0	1	0.5	200

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Network meetings - harmonisation of exposure assessment methodology vis. chemical occurrence	Technical report	1	1	1.5	25
Web-based guidance tool to assist Member States on methodological issues for the EU Menu project	Preparatory work for the provision of a Guidance for EFSA	0	1	0.4	120
Dietary Surveys in compliance with EFSA Guidance on general principles for the collection of national food consumption data in the view of a pan-European dietary survey - "Second Support".	External Scientific Report	0	3	0.3	0
Dietary Monitoring tools for Risk Assessment	External Scientific Report	1	1	0.3	0
Updating of the comprehensive food consumption database by incorporating recently collected data in adults and children	External Scientific Report	4	4	0.3	0
Assistance to Member States to map database structures to EFSA requirements and to submit data using the xml protocol.	External Scientific Report	0	3	0.1	0
2012 SC under FWC for post marketing monitoring - pilot study	External Scientific Report	1	1	0.3	0
Updating and completing the SSD catalogues, including methods of analysis	External Scientific Report	1	1	0.2	0
Revision and updating of the Standard Sample Description catalogues on substances, sampling methods and analytical methods and creation of a method sensitivity database	External Scientific Report	1	1	0.2	0
Support to national dietary surveys in compliance with the EFSA Guidance on General principles for the collection of national food consumption data in the view of a pan-European dietary survey	External Scientific Report	0	2	0.3	0
Food Market Intelligence Services	External Scientific Report	1	1	0.1	0
Electronic Transmission of Chemical Occurrence Data	External Scientific Report	4	4	0.2	0
Total		28	52	11.5	2,211
PLH					
Outsourcing extensive literature searches to support pan-European pest risk assessments for Plant Health Panel scientific opinions (specific contracts under Framework contract)	Extensive literature searches for preparatory work for EU wide pest risk assessments (e.g. on 8 harmful organisms from Annex II A II of Directive 2000/29/EC)	8	8	0.2	95
Proofreading and scientific editing of adopted opinions	Proofreading and editing of the EFSA PLH Panel scientific opinions	0	0	0	5

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Development of pest risk assessment methodologies to support Plant Health Panel scientific opinions - new call 2013	External Scientific Report	0	1	0.4	293
GA EFSA/PLH/2010/01 - Perseus	External Scientific Report	1	1	0.4	0
Procurement CFT/EFSA/PLH/2011/03 on "Development of probabilistic models for quantitative pathway analysis of plant pests introduction for the EU territory". 2 lots	External Scientific Report	0	2	0.6	0
Member state collaboration with PLH Network	Technical report	1	1	0.25	48
Service level agreement (SLA/EFSA-JRC/PLH/2010/01) to support EFSA PLH Panel scientific opinions for the assessment of the EU environmental suitability for exotic plant pests: review and provision of EU maps and data on occurrence, distribution and practices for forestry trees, endangered plant species and plant biodiversity.	External Scientific Report	1	1	0.2	0
Outsourcing data collection activities to support pan-European pest risk assessments for Plant Health Panel scientific opinions	External Scientific Report	1	1	0.2	100
Total		12	15	2.25	541
SAS					
Statistical analyses and ad hoc consultation upon request ("statistics")	External Scientific Report	0	2	0.4	51
Purchase - Access to databases/documents	Scientific papers, subscriptions to e-journals, e-databases and other science reviews	0	0	1	250
Further implementation of systematic approaches to support risk assessment (follow-up)	External Scientific Report	0	1	0.2	200
Further implementation of systematic approaches to support risk assessment.	External Scientific Report	2	2	0.4	0
Approaches to environmental monitoring	External Scientific Report	0	1	0.4	400
WG on tracing methodology/harmonisation of risk assessment methods	Guidance of EFSA	1	1	0.75	25
Approaches in environmental monitoring- (Sentinel surveillances networks)	External Scientific Report	1	1	0.4	0
Harmonisation of risk assessment methods	Scientific Report of EFSA	1	2	1.25	6
	Technical report	1	1	0.5	0

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Development of new and harmonised risk assessment methods	External Scientific Report	0	1	0.2	100
Extensive literature searches and systematic review support	Internal Report	10	12	3.5	1
Working Group on Guidelines for expert knowledge elicitation in food and feed safety risk assessment.	Guidance of EFSA	1	1	2	33
Ad hoc urgent advice and scientific assistance	EFSA advice/output	0	0	0.25	0
Total		17	25	11.25	1,067
CORSER					
Application support meetings	Workshops aimed at providing support and guidance to applicants	0	0	0.7	142
Total		0	0	0.7	142
IT					
Develop IT tools to support data collections and support for scientific opinions (Data Collection Framework, Zoonoses Community Report, Pesticides Community Report, Data Warehouse, Databases deriving from Art. 36 grants and procurements).	Application development of existing IT tools (Data Collection Framework, Zoonoses Community Report, Pesticides Community Report, Data Warehouse, Databases deriving from Art. 36 grants and procurements).	0	0	2	1,560
	Application operations & maintenance of existing IT tools (Data Collection Framework, Zoonoses Community Report, Pesticides Community Report, Data Warehouse, Databases deriving from Art. 36 grants and procurements).	0	0	1	344
IT tools development and maintenance to support Networking of organisation	Application operations & maintenance of existing IT tools (IEP, Art36DB, Expert Database).	0	0	0	328
Total		0	0	3	2,232
AFSCO					
Advisory Forum plenary meetings	Minutes of the meetings	4	4	3	155
Management of 29 contracts with EU/EEA/EFTA Member States	Technical report	1	1	0.5	780
Focal Point plenary meetings and management of the network	Minutes of the meetings	0	0	1	56
Coordination of EFSA's Pre-Accession and Neighbourhood activities	Support competent authorities in Candidate and Potential Candidate countries through the organisation of events such as training seminars, study tours and participation in EFSA meetings as observers.	0	0	2.5	0
ENP	Support ENP countries in developing risk assessment and in starting cooperation with EFSA	0	0	1	0
Expert database	Internal Report	4	4	0.5	0

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
	Management of Expert database IT tool	0	0	0.5	0
	Technical report	1	1	0.25	0
Organisation of scientific events	Event report	1	2	0.5	0
Training Sessions, Guest Lectures	Technical report	1	1	0	46
Information Exchange Platform (IEP)	Integration of IT tool in literature retrieval system	0	0	0.75	0
	Internal Report	12	12	0.25	0
Recognition and visibility of EFSA's scientific work: indexing of EFSA Journal in databases, including providing secretariat to the Editorial Board and the Steering Committee	EFSA Journal indexed in more databases	0	0	1.25	0
	Technical report	1	1	0.5	0
Article 36 network	Management of List of Art. 36 competent organisations (updated) and IT tool (Article 36 database)	0	0	2	0
Article 36 and procurement WP	Technical report	1	1	0.75	0
Ad hoc or urgent advice and scientific assistance	Internal Report	1	1	0.25	0
Total		27	28	15.5	1,036
EMRISK					
Crisis assistance	External Scientific Report	0	0	0.3	60
	Technical report	1	1	0.7	14
Development of the Emerging Risks identification process	Technical report	1	2	2	32
Data sources and hazard databases	External Scientific Report	0	1	0.3	115
Emerging risks exchange with MS	External Scientific Report	1	1	1	46
Emerging Risk Identification	External Scientific Report	0	1	0.3	250
Emerging Risks exchange with Stakeholders	External Scientific Report	1	1	0.3	9
Standing Working Group of the Scientific Committee	Scientific Report of EFSA	0	1	4.1	30
Total		4	8	9	555
SCISTRAT					
Stakeholder Platform	Strengthen stakeholder consultation processes	0	0	0.3	30
International activities	Legal and administrative support for bilateral agreements	0	0	0.5	23
	Coordination of the implementation of the EFSA's international strategy				
	Support of international visits to EFSA				

Subject	Expected outcome	Number		FTE	Direct operational costs (€ k)
		Finalised	Ongoing		
Stakeholder Platform Parma	Strengthen stakeholder consultation processes	0	0	0.3	15
Stakeholder WG	Strengthen stakeholder consultation processes	0	0	0.15	8
Total		0	0	1.25	76
SCOM					
Risk Ranking	External Scientific Report	1	1	0.25	686
Network on nanotechnology	Technical report	0	1	0.25	28
Network for harmonisation of risk assessment and related WG	Technical report	0	1	0.25	28
Maintenance and further development of the Compendium on Botanicals.	Opinion of the Scientific Committee / Scientific Panel	0	1	0.5	54
Total		1	4	1.25	796

Activity 4: Communication and dialogue

Subject	Expected outcome	Number	FTE	Direct operational costs (€ k)
COMMS				
Evaluation of EFSA-related media coverage	Media monitoring and analysis reports (monthly and annual)	18	0	225
Enhanced understanding of EFSA's target audiences and consumer risk perception	Quantitative and qualitative target audience research; research on communication outputs	1	0.5	100
Support for development of EFSA's communications strategy	Advisory Group on Risk Communication (AGRC) meetings	2	0.8	16
Ensure coherent risk communications through close liaison with EU institutions, national food safety authorities and international partners	Advisory Forum Communications Working Group (AFCWG) meetings	4	1.2	80
	Exchanges with relevant partners on pre-notification of opinions	50	0.2	0
Co-ordinate strategic and operational planning and budgeting	Communications calendars, plans, procurements and budget	20	4.3	0
Ensure effective implementation of Communications strategy, including thematic approach	Thematic and other communications plans	85	1	0
Total		180	8	421
CHAN				

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number	FTE	Direct operational costs (€ k)
Improve overall understanding of EFSA work within context of EU food safety system	Development of multimedia products, including the Understanding science video clip	15	0.4	24
	Publishing of corporate and scientific content to the website	4000	2.8	0
Visibility and recognition of EFSA's work	Communication campaigns	2	1.5	30
	Communications campaigns	2	0.5	15
	Distribution of publications	1	0.15	30
	Implementation of the social media strategic framework	1	0.25	0
	Production of subscription based outputs: newsletters, RSS-feeds and email alerts	56	0.4	25
	Raised visibility and increased reach of digital information	15	0.3	25
Enhance simplicity and transparency of EFSA's operations and outputs	Improvement of efficiency and efficacy of content management and publishing by internal web publication workflow review	1	0.3	0
	Improvement of technical accessibility of website: reduced website loading time	1	0.2	0
	Improvement of website information architecture, usability, content management and functionality to facilitate better access to information, including thematic approach development, new scientific and corporate products	15	1	25
	Webcasts of Management Board meetings and selected scientific and/or stakeholder meetings	7	0.4	0
Develop internal communications	Improvement of portal information architecture, usability and functionality	10	0.2	0
	Internal communications strategy	1	0.2	0
	Intranet management	1000	0.6	0
	Management of other internal communications tools and channels, including corporate power point presentations, meeting room screens, notice boards	2	0.25	10

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Number	FTE	Direct operational costs (€ k)
Further develop capacity in support of EFSA's communications strategy	Increased relevance of communications by development of communities of knowledge in key areas	2	0.25	0
	Monitoring and evaluation of online communications: web metrics and user survey reports; development of an online gathering page specific feedback form	16	0.7	10
Improve overall understanding of EFSA activities within context of EU food system	Publications projects - corporate (print, print-on-demand and digital) including annual report, work plan and ad hoc material for campaigns	7	1.6	185
	Publications projects - science (print, print-on-demand and digital) including reports, colloquia reports, posters etc.	15	1	100
Total		5169	13	479

Governance and support activities

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
SAS				
Library stocks, purchase and preservation of non-science items	Maintenance of non-science items		0	12
Miscellaneous library items, documentation and reproduction equipment	Generic equipment (e.g. shelves and other miscellaneous Library items)		0	18
Subscriptions, purchase of information media newspapers	Information media, newspapers, subscriptions to institutional information services		0	9
Total			0	39
EXO				
Management Board meetings in Parma	Organisation of four Management Board meetings	On time delivery of the MB documents, meeting minutes and on-site publication	01.1	136
Foresight and associated studies	Ensure that EFSA is aware of its changing environment and is able to prepare accordingly	Five in-depth reports	2	30
	Identify issues of relevance to EFSA's future planning	Associated studies Planning exercise successfully carried out		

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Management Board members attending other meetings			0	14
Possible research in the area of QM/ISO 9000/EFQM	Development and implementation of an IQMS in EFSA	Number of implemented standard operating procedures and work instructions	0	40
Strategy	<p>Provide regular overviews of strategic activities at the international, European and national level which may impact on EFSA.</p> <p>Monitor and report and review the implementation of Strategic Plan 2009–2013 and other strategies</p> <p>Develop further the impact assessment methods and tools</p> <p>Associated work linked to mission</p>	<p>18 “What’s Next” reports delivered</p> <p>Impact assessment tools reviewed and progress delivered to Management Board in 2012</p>	1	15
Total			4.1	235
Internal Audit				
Follow-up of audits	Follow up and report at each Audit Committee meeting on the level of completion of accepted audit recommendations	Percentage of recommendations implemented/closed for the IAS, ECA and the EFSA Internal Audit Capabilities	0.5	NA
Liaison function	<p>Coordinate audit activities with external auditors and audit bodies including the Internal Audit Services of the European Commission (IAS), the European Court of Auditors (ECA)</p> <p>Provide the contact point between EFSA and OLAF (European Anti-Fraud Office).</p>	Feedback from auditees and auditing bodies obtained through a satisfaction survey	0.5	NA
Perform internal audit engagements	<p>Advise EFSA on managing risks in order to improve the implementation of operations and promote sound financial management</p> <p>Provide independent opinions and recommendations on the quality of management and control systems</p>	Percentage of audit reports reviewed by the Audit Committee	0.5	NA
Programming and planning	Update the Internal Audit Strategic Plan based on the annual audit risk assessment and translated into an annual audit plan	Adoption of the audit plans by the Audit Committee	0.5	NA

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Total			2	NA
CORSER				
All risks electronics	Insurance of EFSA premises		0.04	15
Broker			0.04	3
Business cards			0.5	10
Civil liability			0.04	11
Control post office scanning machine			0.4	14
Data storage			0.2	11
Ergonomic equipment	Purchase of ergonomic equipment upon medical request	Error-free quarterly inventory checks	0.2	10
Express courier services			0.8	33
External Storage	Costs for the external storage and consultation of documents	Archive documentation in line with policy	1	15
Extra guards for events			0.2	31
Extra stationery material			0.5	10
Fire			0.04	8
Guards	Surveillance services for EFSA Seat (guards)	Compliance with EC standards on Health Safety and Security and number of tickets solved within threshold	0.2	625
Health & Safety training			0.4	11
Internal Moves	Internal Moves organisation	Number of tickets solved within threshold	0.5	15
Linguistic editing and proofreading	Linguistic revision and copy-editing of documents such as annual report, work plan, newsletters, web news stories, etc.	High quality standard of corporate public documents	0	15
New equipment	Acquisition of new furniture to complete the furniture for the new seat	Error-free quarterly inventory checks	0.3	30
Office supplies	Acquisition of Stationery and office supplies		0.5	142
Postal services	Reception, mail and express mail services	Provide support to all requests and assess customer satisfaction	1.2	16
RSPP Role & Services			0.2	1
RSPP Weekly presence			0.2	120
Technical consultancy	Project management and technical support services for facilities	Ensure due diligence and conformity to the law in the field	0.3	60
Theft			0.04	6
Training First Aid and Fire Prevention			0.4	27
Total			8.2	1,237
Finance				

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Maintenance of financial systems	ABAC annual fee, data warehouse fee - LEF and BAF fees	Readily access to data warehouse and on-time registration of LEF BAF	0	125
Workshop on Internal Control standards	High level Risk Management Workshop	Action Plan on risks mitigation	0	35
Bank reconciliation and treasury management	Treasury management	Timely call for subventions	0.5	NA
Budgetary & Financial Management	Management of budgetary and financial cycles	Definition of budget requirements, elaboration of budget planning in support of the multiannual work plan	8	NA
	Optimisation of the commitments, invoicing and payments operations	Monitoring of optimum allocation of financial resources		
	Realise efficiency gains in the management of the centralised budget lines and enhance support to the organisation	Further development of the IT supporting applications ensuring legality and regularity of budget planning, execution and monitoring		
	Ensure integration of local systems with ABAC financial system	Efficient and timely execution of financial operations		
		Preparation of local systems for automatic upload of payments in the financial system		
Establishment of EFSA accounts	EFSA annual financial accounts report	Publication of EFSA final accounts in the Official Journal	0.5	NA
Execution of payments and collection of revenue Accounting Management	Efficient execution of payments	Payment delays less than 3.0 days	2.7	NA
	Monitor and report to Management			

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Financial Control	Development & implementation of Financial Regulations, policies and procedures	Ensure full compliance with the Financial Regulation and related guides or procedures and train the staff	8	NA
	Supervision of budgetary expenditure and financial operations in line with sound financial management	Monitoring of effective utilisation of the financial resources		
	Financial verification and control	Provide efficient, effective and timely financial verification		
	Internal Control Standard monitoring	Review, monitoring and reporting on the internal control systems		
	Financial training	Maintain liaison and cooperation with the audit structures		
Liaison with Court of Auditors (CoA)	Accounts prepared in accordance with the Financial Regulation and Commission accounting rules	CoA findings free of material misstatement Positive statement of assurance on EFSA annual accounts	0.3	NA
Procurement & Grant Management	Provide support and guidelines to the organisation with regards to all aspects of procurement and grants	Ensure compliance and coherence of call for tenders, contract management with Regulations	4	NA
	Ensure legality and regularity of the procurements and grants procedures	Implementation of Public Procurement Committee recommendations		
	Disseminate knowledge and best practice through training and streamlined procedures	Integration of all procurement procedures in the Procurement and Grant database		
	Management of the Procurement and Grant database			
	Delivery of comprehensive reporting			
Total			24	160
HUCAP				
Annual Staff Survey			0	30
Assessment Centre for Middle Managers			0	19

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Leverage competencies and knowledge	<p>Reengineer the learning framework and development strategy, including the development of a knowledge management strategy</p> <p>Incorporate learning and training initiatives aligned to the science strategy</p> <p>Review/develop/improve the knowledge development tools</p>	<p>Adoption of a career path policy for knowledge workers</p> <p>Experts Database incorporated in knowledge management strategy</p> <p>Average annual number of learning and training days per staff = 8 days</p>	5	750
Manage deployment of staff within the zero-growth context	<p>Define a workforce planning approach</p> <p>Manage around 20 recruitment procedures /internal mobility to further accompany the EFSA reorganisation</p> <p>Manage secondment procedures to EFSA for National Experts (ENDs) and National Experts in professional training (NEPTs)</p> <p>Manage selection of experts/renewal of panels</p> <p>Review the induction and integration process, in particular introducing mentoring/induction buddies</p>	<p>95% of posts in the Establishment Plan are filled</p> <p>Bridge-building towards the objective of 70% knowledge worker-30% administrative worker</p> <p>Average length of time to fill vacancies (months)</p> <p>80% of staff declared satisfied with the induction process</p>	4	107
Manage rights and obligations	<p>Further streamline and enhance efficiency in the internal processes and procedures to ensure a coherent implementation of and effective compliance with the rules laid down in the Staff Regulations and respect of Data protection rules</p>	<p>Payroll processing error rate <= 0,5%</p> <p>Proportion (%) of agreed Audit recommendations on which actions have been implemented</p> <p>Standard staff requests executed within 5 working days</p> <p>Annual average number of days of sick leave</p>	5	250

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Motivate, care and retain staff	Further clarify and develop appraisal and promotion policies according to the new Commission Guidelines Foster staff welfare	Objectives setting and performance appraisal closed within the deadlines for at least 80% of staff Staff survey satisfaction index Turnover rate = 8% Percentage of use of teleworking arrangements	3	213
Human Capital management	Ensure HR unit management, process optimisation, strategic staffing planning, delivery of effective services and the monitoring and reporting thereof Empowerment of managers to optimise in an autonomous way the deployment and monitoring of their human capital Analyse, monitor and report on Human Resources budget allocation in line with EFSA's objectives and priorities. Ensure its financial execution and forecast	Ensure strategic alignment with EFSA Management objectives and evolutions in core business, monitored through the 2011 HR-work plan Automation of processes through introduction of a modern HR-database, first modules implemented in 2011 Staff budget execution over 97%	2	NA
Internal Communication	Enhance internal communication within the organisation, through the use of appropriate tools, such as the intranet portal, decentralised taskforces and other appropriate internal communication actions Continuous, transparent and structured content management of the intranet portal monitored by the EFSA representative Editorial Committee chaired by HR	Usage and satisfaction rate of intranet portal measured through focused yearly users survey Decrease of number of queries addressed by staff through phone and mail to the various support functions (HR, Finance, IT, facilities, etc.)	1	NA

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Performance management and career development	Consolidate the performance management (CDAC) processes and assess the current reclassification/ promotion policy in view of the alignment to the Agencies model decision on promotion/ reclassification	Introduction into the staff performance assessment of points of reference/ standards to be used for the elaboration of specific/individual job descriptions, annual objectives, KPI's and trainings by job category Impact assessment on the current promotion/ reclassification policy	2	NA
Personnel Services	Ensure timely and accurate payment of all salaries, entitlements and other allowances for all staff, as well as, providing staff with clear and comprehensive information, and advise staff on their statutory rights Provide insight on resources usage of activity based budget Record and report on absence and manage all types of leave requests	No delays in monthly salary payments Changes in entitlements and other allowances processed for next months payroll as a rule All relevant information uploaded and/or updated on the Intranet Portal Through time-tracking activity codes, monthly reporting of average number of working hours per Directorate and Unit Report on average number of leave and /or absence days taken per Directorate and Unit	2	NA
Total			24	1,369
IT				
Develop IT tools to support streamlining and cost reduction of EFSA Administrative Processes (financial workflows, human resources workflows, expert management tool, meeting organisation system, management cockpit)	Application development	Additional IT development in compliance with corporate needs	0	17

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
	Application development of existing custom IT tools (financial workflows, human resources workflows, expert management tool, meeting organisation system, management cockpit)	Adherence to IT planning assumptions and status (IT Dashboard) with 90% respect of time and costs	1.5	1,350
	Application operations and maintenance of existing custom IT tools (financial workflows, human resources workflows, expert management tool, meeting organisation)	Ensure maintenance support for custom applications	0.5	150
	Infrastructure assistance	Run infrastructure according to service level agreements	1	300
Software maintenance	Maintenance and small acquisitions of software licences (except custom application licences).	Be able to ensure maintenance support to all software in use.	1	245
Total			4	2,062
LRA				
Identify legal risk	Prevent litigation and if necessary provide appropriate defence	Positive outcome of court cases for EFSA	3.5	90
Legal and regulatory advice	Maintain current knowledge and awareness of all legislation relevant to EFSA Maintain uniform application and interpretation of relevant legislation Provide input for the Legislator when relevant Development of internal rules	Avoid inconsistencies in EFSA's application of the regulatory framework Feedback from Units on responsiveness Increased awareness and compliance with internal rules	2.5	NA
Total			6	90
RESU				
Business Continuity Plan	Test and update the EFSA Business Continuity Plan. Implement further actions to improve the resilience of the supporting systems in support to EFSA business	Perform one walk-through and one simulation of the Business Continuity plan and crisis management procedure in 2011	1	NA

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Subject	Expected outcome	Performance Indicator	FTE	Direct operational costs (€ k)
Data Protection	Notifications to DPO by data controllers on processing operations under their supervision involving personal data	All 'ex post' notifications on existing processing operations in EFSA completed	0.5	NA
	Register of personal data processing operations at EFSA	Maintenance of online register for in-house consultation		
	Advice and awareness raising on data protection with data controllers	Timely responses provided to data controllers		
	Maintain contacts with the EDPS – European Data Protection Supervisor	Enhanced collaboration with the EDPS		
Information management and document management	Full implementation of the information and document management and archiving policy	Policy enforced in all units by end of 2011	0	NA
	Identification of IT tools to implement the policy electronically	Plan for implementation of IT tools to automate enforcement of policy by end of 2011		
Security policy implementation	Complete second level policies for the implementation of the Security Policy	Draft identified second level policies by the end of 2011	0.2	NA
Total			1.7	NA

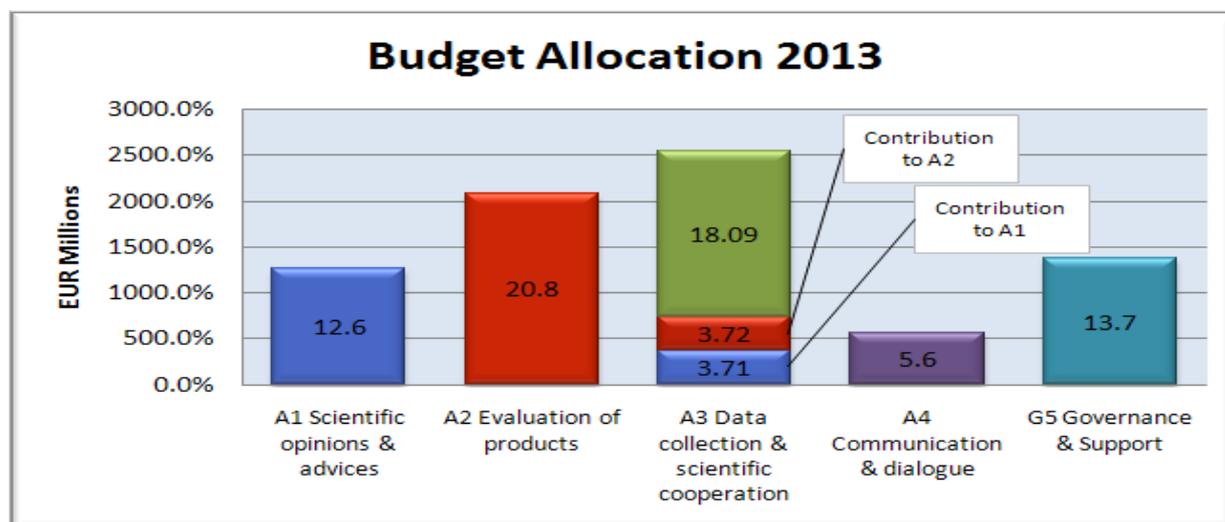
Annex B: Resources**1. Financial resources**

The Preliminary Draft Budget 2013 (PDB 2013), at EUR 78.28 million in commitment appropriations and EUR 75.39 million in payment appropriations is in line with overall policy guidelines provided by the Commission. The financial programming for 2013 is indeed drawn in a context of tight expenditure ceilings and reduction of human resources applying to all EU institutions. For EFSA as well as for all other established agencies, it translates into a 1% reduction in the Temporary Agents (- 4 posts) and a nominal freeze of the overall budget. The PDB 2013 as it stands has been developed in line with the indications of DG SANCO services. The evolution over 2012 is as follows:

Title (in M€)	Execution 2011	Budget 2012	PDB 2013	Evolution vs. 2012
Title I: Personnel	37.1	39.4	39.3	-0.3%
Title II: Infrastructure	14.3	10.2	9.4	-7.9%
Title III: Operations	24.7	28.7	29.6	3.3%
TOTAL	76.1	78.3	78.3	0.0%

The preliminary budget distribution reduces personnel expenditure (- 0.3%) marginally but maintains and steps up investment in training and competences development for EFSA staff especially for scientific staff in line with the Science Strategy 2012-2016 adopted in December 2011. The sharp reduction in infrastructure expenditure (-7.9%) results from the finalisation of the equipment phase of the new EFSA premises and more contained infrastructure costs expected operating from a single premises. PDB 2013 proposes an ongoing increase (+ 3.3% in 2013, +16% in 2012) in the financial resources assigned to core operations. Considering the difficult economic environment, EFSA considers the budget allocated as enabling positive development and an indication of the recognition of the value added brought by the Authority. Budget 2013 will be distributed across EFSA's activities as follows:

Activity (in M EUR)	Executed 2011*	Budget 2012*	Budget 2013	%	Variation vs 2012
A1 Scientific opinions & advices	11.67	12.98	12.62	16%	-0.36
A2 Evaluation of products	18.64	20.64	20.83	27%	0.19
A3 Data collection & scientific cooperation	23.62	24.32	25.53	33%	1.20
A4 Communication & dialogue	7.33	6.06	5.59	7%	-0.48
G5 Governance & Administration	14.87	14.28	13.73	18%	-0.55
TOTAL	76.13	78.28	78.28	100%	0.00

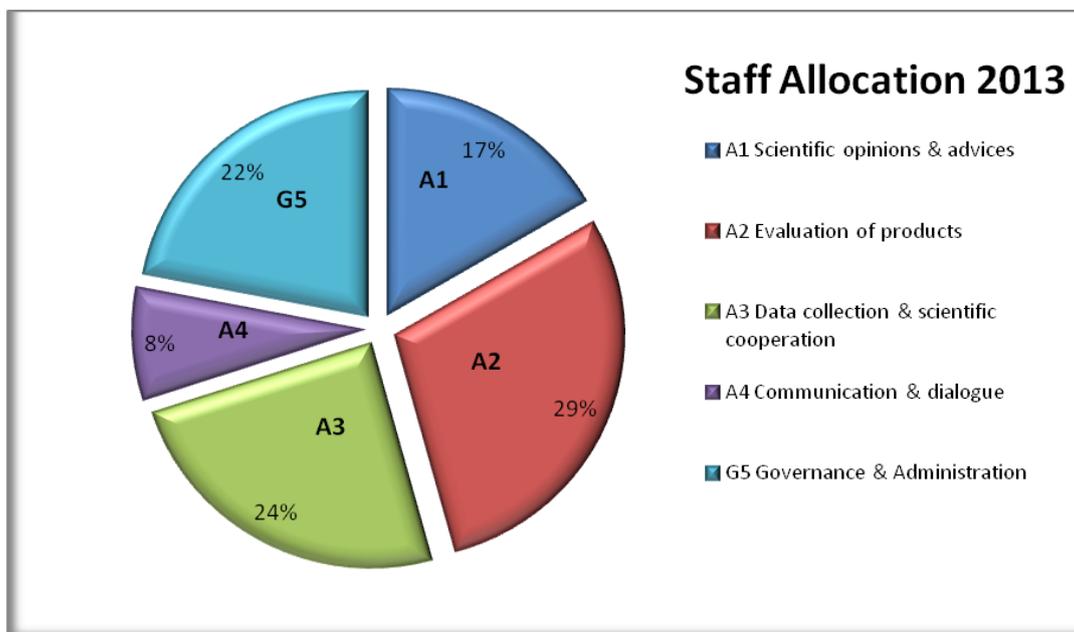


2. Human resources

The Establishment Plan 2013, at 351 Temporary agent posts is in line with the 1% annual reduction of Temporary Agents over the period 2013 to 2017 i.e.; 5% in total. The 2013 reduction and the possible further reductions in the years to come if confirmed are likely to have an impact on EFSA capacity to deliver timely the output expected from it. In line with EFSA’s objective to rationalise and streamline its processes, reducing the volume of administrative work and increasing its profile as an expertise centre, the PDB 2013 maintains, within the reduced Temporary Agents staffing level, the objective of reducing the proportion of support staff and increasing the proportion of scientific posts by proposing the conversion of 6 AST posts into 6 AD posts. The Data collection, Scientific Cooperation and Networking activity will increasingly contribute to the other scientific activities. This is further evidenced by the Grant & Procurement Program being increased from EUR 9.2 million in 2012 to EUR 10.6 million in 2013.

Staff distribution per activity 2013 is as follows:

	REPRO	RASA	SCISTRAT	COMMS	Executive Office	RESU	Total	%
A1 Scientific opinions & advices	11	56	8	0	2	4	80	17%
A2 Evaluation of products	124	9	0	0	2	5	140	29%
A3 Data collection & scientific cooperation	30	49	31	0	3	5	117	24%
A4 Communication & dialogue	0	0	0	32	1	6	39	8%
G5 Governance & Administration	0	0	0	0	11	94	106	22%
TOTAL	165	114	38	32	19	113	481	100%



Annex C: Legislation in force relevant to EFSA and legislation in preparation likely to have an impact on EFSA²⁹

I. Legislation in force relevant to EFSA

1. Legislation of a horizontal nature

EFSA Founding Regulation (“The General Food Law”)

[Regulation \(EC\) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety \(OJ L 31, 1.2.2002, p. 1\) \[last amended by Regulation \(EC\) No 596/2009\]](#)

Implementing measures of Regulation (EC) No 178/2002

[Commission Regulation \(EC\) No 1304/2003 of 11 July 2003 on the procedure applied by the European Food Safety Authority to requests for scientific opinions referred to it \(OJ L 185, 24.7.2003, p. 6\)](#)

[Commission Regulation \(EC\) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of European Parliament and Council Regulation \(EC\) No 178/2002 with regard to the network of organisations operating in the fields within the European Food Safety Authority’s mission \(OJ L 379, 24.12.2004, p. 64\)](#)

[Commission Regulation \(EU\) No 16/2011 of 10 January 2011 laying down implementing measures for the Rapid alert system for food and feed \(OJ L 6, 11.1.2011, p. 7\)](#)

Other relevant horizontal legislation

[Regulation \(EC\) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents \(OJ L 145, 31.5.2001, p. 43\)](#)

[Regulation \(EC\) No 1367/2006 of the European Parliament and of the Council of 6 September 2006 on the application of the provisions of the Aarhus Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters to Community institutions and bodies \(OJ L 264, 25.9.2006, p. 13\)](#)

[Regulation \(EC\) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data \(OJ L 8, 12.1.2001, p. 1\)](#)

[Regulation \(EC\) No 1907/2006 of the European Parliament and of the Council of 18 December 2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals \(REACH\), establishing a European Chemicals Agency, amending Directive 1999/45/EC and repealing Council Regulation \(EEC\) No 793/93 and Commission Regulation \(EC\) No 1488/94 as well as Council Directive 76/769/EEC and Commission Directives 91/155/EEC, 93/67/EEC, 93/105/EC and 2000/21/EC \(OJ L 396, 30.12.2006, p. 1; corrected version in OJ L 136, 29.5.2007, p. 3\) \[last amended by Commission Regulation \(EU\) No 143/2011\]](#)

[Regulation \(EC\) No 851/2004 of the European Parliament and of the Council of 21 April 2004 establishing a European Centre for disease prevention and control \(OJ L 142, 30.4.2004, p. 1\)](#)

[Regulation \(EC\) No 726/2004 of the European Parliament and of the Council of 31 March 2004 laying down Community procedures for the authorisation and supervision of medicinal products for human and veterinary use and establishing a European Medicines Agency \(OJ L 136, 30.4.2004, p. 1\) \[last amended by Regulation \(EU\) No 1235/2010 of the European Parliament and of the Council\]](#)

[Council Decision 1999/468/EC of 28 June 1999 laying down the procedures for the exercise of implementing powers conferred on the Commission \(OJ L 184, 17.7.1999, p. 23\) \[amended by Council Decision 2006/512/EC\]](#)

²⁹ List is not exhaustive.

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

[Regulation \(EU\) No 182/2011 of the European Parliament and of the Council of 16 February 2011 laying down the rules and general principles concerning mechanisms for control by Member States of the Commission's exercise of implementing powers \(OJ L 55, 28.2.2011, p. 13\)](#)

[Regulation \(EC\) No 596/2009 of the European Parliament and of the Council of 18 June 2009 adapting a number of instruments subject to the procedure referred to in Article 251 of the Treaty to Council Decision 1999/468/EC with regard to the regulatory procedure with scrutiny — Adaptation to the regulatory procedure with scrutiny — Part Four \(OJ L 188, 18.7.2009, p. 14\)](#)

2. Sectoral legislation

Animal health and animal welfare

[Regulation \(EC\) No 183/2005 of the European Parliament and of the Council of 12 January 2005 laying down requirements for feed hygiene \(OJ L 35, 8.2.2005, p. 1\) \[last amended by Regulation \(EC\) No 219/2009 of the European Parliament and of the Council\]](#)

[Directive 2003/65/EC of the European Parliament and of the Council of 22 July 2003 amending Council Directive 86/609/EEC on the approximation of laws, regulations and administrative provisions of the Member States regarding the protection of animals used for experimental and other scientific purposes \(OJ L 230, 16.9.2003, p. 32\)](#)

[Council Directive 2003/85/EC of 29 September 2003 on Community measures for the control of foot-and-mouth disease repealing Directive 85/511/EEC and Decisions 89/531/EEC and 91/665/EEC and amending Directive 92/46/EEC \(OJ L 306, 22.11.2003, p. 1\) \[last amended by Commission Decision 2011/7/EU\]](#)

[Council Directive 2008/119/EC of 18 December 2008 laying down minimum standards for the protection of calves \(OJ L 10, 15.1.2009, p. 7\)](#)

[Directive 2008/97/EC of the European Parliament and of the Council of 19 November 2008 amending Council Directive 96/22/EC concerning the prohibition on the use in stockfarming of certain substances having a hormonal or thyrostatic action and of beta-agonists \(OJ L 318, 28.11.2008, p. 9\)](#)

Animal nutrition

[Regulation \(EC\) No 1831/2003 of the European Parliament and of the Council of 22 September 2003 on additives for use in animal nutrition \(OJ L 268, 18.10.2003, p. 29\) \[last amended by Regulation \(EC\) No 767/2009 of the European Parliament and of the Council\]](#)

[Commission Regulation \(EC\) No 429/2008 of 25 April 2008 on detailed rules for the implementation of Regulation \(EC\) No 1831/2003 of the European Parliament and of the Council as regards the preparation and the presentation of applications and the assessment and the authorisation of feed additives \(OJ L 133, 22.5.2008, p. 1\)](#)

[Regulation \(EC\) No 1774/2002 of the European Parliament and of the Council of 3 October 2002 laying down health rules concerning animal by-products not intended for human consumption \(OJ L 273, 10.10.2002, p. 1\) \[last amended by Commission Regulation \(EU\) No 790/2010\]](#)

[Regulation \(EC\) No 767/2009 of the European Parliament and of the Council of 13 July 2009 on the placing on the market and use of feed, amending European Parliament and Council Regulation \(EC\) No 1831/2003 and repealing Council Directive 79/373/EEC, Commission Directive 80/511/EEC, Council Directives 82/471/EEC, 83/228/EEC, 93/74/EEC, 93/113/EC and 96/25/EC and Commission Decision 2004/217/EC \(OJ L 229, 1.9.2009, p. 1\) \[last amended by Commission Regulation \(EU\) No 939/2010\]](#)

Biological hazards

[Regulation \(EC\) No 1069/2009 of the European Parliament and of the Council of 21 October 2009 laying down health rules as regards animal by-products and derived products not intended for human consumption and repealing Regulation \(EC\) No 1774/2002 \(Animal by-products Regulation\).](#)

[Commission Regulation \(EU\) No 142/2011 of 25 February 2011 implementing Regulation \(EC\) No 1069/2009 of the European Parliament and of the Council laying down health rules as regards animal by-products and derived products not intended for human consumption and implementing Council Directive 97/78/EC as regards certain samples and items exempt from](#)

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

[veterinary checks at the border under that Directive \(as last amended by Commission Regulation \(EU\) No 749/2011 of 29 July 2011\).](#)

[Regulation \(EC\) No 999/2001 of the European Parliament and of the Council of 22 May 2001 laying down rules for the prevention, control and eradication of certain transmissible spongiform encephalopathies \(OJ L 147, 31.5.2001, p. 1\) \[last amended by Commission Regulation \(EC\) No 189/2011\].](#)

[Regulation \(EC\) No 2073/2005 on microbiological criteria in foodstuffs as amended by Regulation \(EC\) No 1441/2007.](#)

[Directive 2003/99/EC of the European Parliament and of the Council of 17 November 2003 on the monitoring of zoonoses and zoonotic agents, amending Council Decision 90/424/EEC and repealing Council Directive 92/117/EEC; Official Journal of the European Union L 325/31. \(In order to obtain information on antimicrobial resistance that is comparable between Member States and in time, \[Commission Decision 2007/407/EC\]\(#\) on a harmonised monitoring of antimicrobial resistance in Salmonella in poultry and pigs was adopted on 12 June 2007\).](#)

[Food hygiene package:](#)

- [Regulation \(EC\) 852/2004 on the hygiene of foodstuffs, 29 April 2004](#)
- [Regulation \(EC\) 853/2004 laying down specific hygiene rules for food of animal origin, 29 April 2004](#)
- [Regulation \(EC\) 854/2004 laying down specific rules for the organisation of official controls on products of animal origin intended for human consumption, 29 April 2004](#)
- [Directive 2004/41/EC repealing certain Directives concerning food hygiene and health conditions for the production and placing on the market of certain products of animal origin intended for human consumption and amending Council Directives 89/662/EEC and 92/118/EEC and Council Decision 95/408/EC, 21 April 2004](#)

Contaminants

[Council Regulation \(EEC\) No 315/93 of 8 February 1993 laying down Community procedures for contaminants in food \(OJ L 37, 13.2.1993, p. 1\) \[last amended by Commission Regulation \(EC\) No 596/2009\]](#)

[Commission Regulation \(EC\) No 1881/2006 of 19 December 2006 setting maximum levels for certain contaminants in foodstuffs \(OJ L 364, 20.12.2006, p. 5\) \[last amended by Commission Regulation \(EU\) No 165/2010\]](#)

[Directive 2002/32/EC of the European Parliament and of the Council on 7 May 2002 on undesirable substances in animal feed \(OJ L 140, 30.5.2002, p. 10\) \[last amended by Commission Regulation \(EU\) No 574/2011 of 16 June 2011\]](#)

Flavourings

[Regulation \(EC\) No 2065/2003 of the European Parliament and of the Council of 10 November 2003 on smoke flavourings used or intended for use in or on foods \(OJ L 309, 26.11.2003, p. 1\) \[amended by Regulation \(EC\) No 596/2009 of the European Parliament and of the Council\]](#)

[Regulation \(EC\) No 1334/2008 of the European Parliament and of the Council of 16 December 2008 on flavourings and certain food ingredients with flavouring properties for use in and on foods and amending Council Regulation \(EEC\) No 1601/91, Regulations \(EC\) No 2232/96 and \(EC\) No 110/2008 and Directive 2000/13/EC \(OJ L 354, 31.12.2008, p. 34\)](#)

Food additives

[Council Directive 88/388/EEC of 22 June 1988 on the approximation of the laws of the Member States relating to flavourings for use in foodstuffs and to source materials for their production \(OJ L 184, 15.7.1988, p. 61–66\) \[last amended by Regulation \(EC\) No 1882/2003 of the European Parliament and of the Council\]](#)

[Council Directive 89/107/EEC of 21 December 1988 on the approximation of the laws of the Member States concerning food additives authorized for use in foodstuffs intended for human consumption \(OJ L 40, 11.2.1989, p. 27\) \[last amended by Regulation \(EC\) No 1333/2008 of the European Parliament and of the Council\]](#)

[European Parliament and Council Directive 94/36/EC of 30 June 1994 on colours for use in foodstuffs \(OJ L 237, 10.9.1994, p. 13\) \[last amended by Regulation \(EC\) No 1333/2008 of the European Parliament and of the Council\]](#)

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

[European Parliament and Council Directive 94/35/EC of 30 June 1994 on sweeteners for use in foodstuffs \(OJ L 237, 10.9.1994, p. 3\) \[last amended by Commission Directive 2009/163/EU\]](#)

[European Parliament and Council Directive No 95/2/EC of 20 February 1995 on food additives other than colours and sweeteners \(OJ L 61, 18.3.1995, p. 1\) \[last amended by Commission Directive 2010/69/EU\]](#)

[European Parliament and Council Directive No 95/2/EC of 20 February 1995 on food additives other than colours and sweeteners \(OJ L 61, 18.3.1995, p. 1–40\) \[as last amended by Commission Directive 2010/69/EU\]](#)

[Directive 2006/52/EC of the European Parliament and of the Council of 5 July 2006 amending Directive 95/2/EC on food additives other than colours and sweeteners and Directive 94/35/EC on sweeteners for use in foodstuffs \(OJ L 204, 26.7.2006, p. 10\)](#)

[Regulation \(EC\) No 1331/2008 of the European Parliament and of the Council of 16 December 2008 establishing a common authorisation procedure for food additives, food enzymes and food flavourings \(OJ L 354, 31.12.2008, p. 1\)](#)

[Regulation \(EC\) No 1332/2008 of the European Parliament and of the Council of 16 December 2008 on food enzymes and amending Council Directive 83/417/EEC, Council Regulation \(EC\) No 1493/1999, Directive 2000/13/EC, Council Directive 2001/112/EC and Regulation \(EC\) No 258/97 \(OJ L 354, 31.12.2008, p. 7\)](#)

[Regulation \(EC\) No 1333/2008 of the European Parliament and of the Council of 16 December 2008 on food additives \(OJ L 354, 31.12.2008, p. 16\) \[amended by Commission Regulation \(EC\) No 238/2010\]](#)

Food contact materials

[Commission Directive 2002/72/EC of 6 August 2002 relating to plastic materials and articles intended to come into contact with foodstuffs \(OJ L 220, 15.8.2002, p. 18\) \[last amended by Commission Directive 2011/08/EU\]](#)

[Regulation \(EC\) No 1935/2004 of the European Parliament and of the Council of 27 October 2004 on materials and articles intended to come into contact with food and repealing Directives 80/590/EEC and 89/109/EEC \(OJ L 338, 13.11.2004, p. 4\) \[amended by Commission Regulation \(EC\) No 596/2009\]](#)

[Commission Regulation \(EU\) No 10/2011 of 14 January 2011 on plastic materials and articles intended to come into contact with food \(OJ L 12, 15.1.2011, p. 1\)](#)

Food labelling

[Regulation \(EU\) No 1169/2011 of the European Parliament and of the Council of 25 October 2011 on the provision of food information to consumers, amending Regulations \(EC\) No 1924/2006 and \(EC\) No 1925/2006 of the European Parliament and of the Council, and repealing Commission Directive 87/250/EEC, Council Directive 90/496/EEC, Commission Directive 1999/10/EC, Directive 2000/13/EC of the European Parliament and of the Council, Commission Directives 2002/67/EC and 2008/5/EC and Commission Regulation \(EC\) No 608/2004 \(OJ L 304, 22.11.2011, p. 18–63\)](#)

[Directive 2000/13/EC of the European Parliament and of the Council of 20 March 2000 on the approximation of the laws of the Member States relating to the labelling, presentation and advertising of foodstuffs \(OJ L 109, 6.5.2000, p. 29\) \[last amended by Commission Regulation \(EC\) No 596/2009\]](#)

[Commission Directive 96/8/EC of 26 February 1996 on foods intended for use in energy-restricted diets for weight reduction \(OJ L 55, 6.3.1996, p. 22\)](#)

[Council Directive 90/496/EEC of 24 September 1990 on nutrition labelling for foodstuffs \(OJ L 276, 6.10.1990, p. 40\) \[last amended by Regulation \(EC\) No 1137/2008 of the European Parliament and of the Council\]](#)

[Directive 2009/39/EC of the European Parliament and of the Council of 6 May 2009 on foodstuffs intended for particular nutritional uses \(OJ L 124, 20.5.2009, p. 21\)](#)

Food supplements

[Directive 2002/46/EC of the European Parliament and of the Council of 10 June 2002 on the approximation of the laws of the Member States relating to food supplements \(OJ L 183, 12.7.2002, p. 51\) \[last amended by Commission Regulation \(EC\) No 1170/2009\]](#)

Genetically modified organisms (GMO)

[Regulation \(EC\) No 1829/2003 of the European Parliament and of the Council of 22 September 2003 on genetically modified food and feed \(OJ L 268, 18.10.2003, p. 1\) \[last amended by Regulation \(EC\) No 298/2008 of the European Parliament and of the Council\]](#)

[Regulation \(EC\) No 1830/2003 of the European Parliament and of the Council of 22 September 2003 concerning the traceability and labelling of genetically modified organisms and the traceability of food and feed products produced from genetically modified organisms and amending Directive 2001/18/EC \(OJ L 268, 18.10.2003, p. 24\) \[amended by Regulation \(EC\) No 1137/2008 of the European Parliament and of the Council\]](#)

[Directive 2001/18/EC of the European Parliament and of the Council of 12 March 2001 on the deliberate release into the environment of genetically modified organisms and repealing Council Directive 90/220/EEC \(OJ L 106, 17.4.2001, p. 1\) \[last amended by Directive 2008/27/EC of the European Parliament and of the Council\]](#)

[Commission Regulation \(EC\) No 641/2004 of 6 April 2004 on detailed rules for the implementation of Regulation \(EC\) No 1829/2003 of the European Parliament and of the Council as regards the application for the authorisation of new genetically modified food and feed, the notification of existing products and adventitious or technically unavoidable presence of genetically modified material which has benefited from a favourable risk evaluation \(OJ L 102, 7.4.2004, p. 14\)](#)

[Commission Regulation \(EC\) No 1852/2001 of 20 September 2001 laying down detailed rules for making certain information available to the public and for the protection of information submitted pursuant to European Parliament and Council Regulation \(EC\) No 258/97 \(OJ L 253, 21.9.2001, p. 17\)](#)

Human nutrition

[Regulation \(EC\) No 1924/2006 of the European Parliament and of the Council of 20 December 2006 on nutrition and health claims made on foods \(OJ L 404, 30.12.2006, p. 9; corrected version in OJ L 12, 18.1.2007, p. 3\) \[last amended by Commission Regulation \(EU\) No 116/2010\]](#)

[Regulation \(EC\) No 1925/2006 of the European Parliament and of the Council of 20 December 2006 on the addition of vitamins and minerals and of certain other substances to foods \(OJ L 404, 30.12.2006, p. 26\) \[last amended by Commission Regulation \(EC\) No 1170/2009\]](#)

[Commission Directive 2006/141/EC of 22 December 2006 on infant formulae and follow-on formulae and amending Directive 1999/21/EC \(OJ L 401, 30.12.2006, p. 1\) \[amended by Commission Regulation \(EC\) No 1243/2008\]](#)

[Commission Directive 1999/21/EC of 25 March 1999 on dietary foods for special medical purposes \(OJ L 91, 7.4.1999, p. 29–36\) \[as last amended by Commission Directive 2006/141/EC of 22 December 2006\]](#)

[Commission Regulation \(EC\) No 953/2009 of 13 October 2009 on substances that may be added for specific nutritional purposes in foods for particular nutritional uses \(OJ L 269, 14.10.2009, p. 9–19\)](#)

[Commission Regulation \(EC\) No 41/2009 of 20 January 2009 concerning the composition and labelling of foodstuffs suitable for people intolerant to gluten \(OJ L 16, 21.1.2009, p. 3–5\)](#)

[Commission Directive 2006/125/EC of 5 December 2006 on processed cereal-based foods and baby foods for infants and young children \(OJ L 339, 6.12.2006, p. 16–35\)](#)

[Commission Directive 1999/39/EC of 6 May 1999 amending Directive 96/5/EC on processed cereal-based foods and baby foods for infants and young children \(OJ L 124, 18.5.1999, p. 8–10\)](#)

[Commission Directive 96/8/EC of 26 February 1996 on foods intended for use in energy-restricted diets for weight reduction \(OJ L 55, 6.3.1996, p. 22–26\)](#)

mb 15 03 12 item 5 doc 4 – Draft Preliminary Management Plan 2013

Novel foods

[Regulation \(EC\) No 258/97 of the European Parliament and of the Council of 27 January 1997 concerning novel foods and novel food ingredients \(OJ L 43, 14.2.1997, p. 1\) \[last amended by Regulation \(EC\) No 596/2009\]](#)

Plant health

[Council Directive 2000/29/EC of 8 May 2000 on protective measures against the introduction into the Community of organisms harmful to plants or plant products and against their spread within the Community \(OJ L 169, 10.7.2000, p. 1\) \[last amended by Commission Regulation \(EU\) No 1/2010\]](#)

Plant protection products

[Council Directive 91/414/EEC of 15 July 1991 concerning the placing of plant protection products on the market \(OJ L 230, 19.8.1991, p. 1\) \[last amended by Commission Directive 2011/9/EU\]](#)

[Commission Regulation \(EC\) No 451/2000 of 28 February 2000 laying down the detailed rules for the implementation of the second and third stages of the work programme referred to in Article 8\(2\) of Council Directive 91/414/EEC \(OJ L 55, 29.2.2000, p. 25\) \[amended by Commission Regulation \(EC\) No 1044/2003\]](#)

[Commission Regulation \(EC\) No 1490/2002 of 14 August 2002 laying down further detailed rules for the implementation of the third stage of the programme of work referred to in Article 8\(2\) of Council Directive 91/414/EEC and amending Regulation \(EC\) No 451/2000 \(OJ L 224, 21.8.2002, p. 23\) \[last amended by Commission Regulation \(EU\) No 741/2010\]](#)

[Commission Regulation \(EC\) No 2229/2004 of 3 December 2004 laying down further detailed rules for the implementation of the fourth stage of the programme of work referred to in Article 8\(2\) of Council Directive 91/414/EEC \(OJ L 379, 24.12.2004, p. 13\) \[last amended by Commission Regulation \(EU\) No 741/2010\]](#)

[Regulation \(EC\) No 396/2005 of the European Parliament and of the Council of 23 February 2005 on maximum residue levels of pesticides in or on food and feed of plant and animal origin and amending Council Directive 91/414/EEC \(OJ L 70, 16.3.2005, p. 1\) \[last amended by Commission Regulation \(EU\) No 893/2010\]](#)

[Commission Regulation \(EC\) No 647/2007 of 12 June 2007 amending Regulation \(EC\) No 2229/2004 laying down further detailed rules for the implementation of the fourth stage of the programme of work referred to in Article 8\(2\) of Council Directive 91/414/EEC \(OJ L 151, 13.6.2007, p. 26\)](#)

[Commission Regulation \(EC\) No 1095/2007 of 20 September 2007 amending Regulation \(EC\) No 1490/2002 laying down further detailed rules for the implementation of the third stage of the programme of work referred to in Article 8\(2\) of Council Directive 91/414/EEC and Regulation \(EC\) No 2229/2004 laying down further detailed rules for the implementation of the fourth stage of the programme of work referred to in Article 8\(2\) of Council Directive 91/414/EEC \(OJ L 246, 21.9.2007, p. 19\)](#)

[Commission Regulation \(EC\) No 33/2008 of 17 January 2008 laying down detailed rules for the application of Council Directive 91/414/EEC as regards a regular and an accelerated procedure for the assessment of active substances which were part of the programme of work referred to in Article 8\(2\) of that Directive but have not been included into its Annex I \(OJ L 15, 18.1.2008, p. 5\) \[amended by Commission Regulation \(EU\) No 78/2010\]](#)

[Regulation \(EC\) No 1107/2009 of the European Parliament and of the Council of 21 October 2009 concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC \(OJ L 309, 24.11.2009, p. 1\)](#)

Residues of pharmacologically active substances in foodstuffs of animal origin

[Regulation \(EC\) No 470/2009 of the European Parliament and of the Council of 6 May 2009 laying down Community procedures for the establishment of residue limits of pharmacologically active substances in foodstuffs of animal origin, repealing Council Regulation \(EEC\) No 2377/90 and amending Directive 2001/82/EC of the European Parliament and of the Council and Regulation \(EC\) No 726/2004 of the European Parliament and of the Council \(OJ L 152, 16.6.2009, p. 11\)](#)

Zoonoses

[Directive 2003/99/EC of the European Parliament and of the Council of 17 November 2003 on the monitoring of zoonoses and zoonotic agents, amending Council Decision 90/424/EEC and repealing Council Directive 92/117/EEC \(OJ L 325, 12.12.2003, p. 31\) \[last amended by Commission Regulation \(EC\) No 219/2009\]](#)

[Regulation \(EC\) No 2160/2003 of the European Parliament and of the Council of 17 November 2003 on the control of salmonella and other specified food-borne zoonotic agents \(OJ L 325, 12.12.2003, p. 1\) \[last amended by Regulation \(EC\) No 596/2009\]](#)

II. Legislation in preparation with (expected) relevance for EFSA

1. Legislation of horizontal nature

[Proposal for a Regulation of the European Parliament and of the Council regarding public access to European Parliament, Council and Commission documents, COM\(2008\) 229 final](#)

[Proposal for a Regulation of the European Parliament and of the Council amending Regulation \(EC\) No 1049/2001 regarding public access to European Parliament, Council and Commission documents, COM\(2011\)137 final](#)

2. Sectoral legislation

Food labelling

[Proposal for a Regulation of the European Parliament and of the Council on food intended for infants and young children and on food for special medical purposes COM\(2011\) 353 final](#) (*inter alia* aiming at repealing Directives 92/52 and 96/8 and amending Directives 2009/39, 2006/141, 2006/125, 96/8, 1999/21 and Commission Regulation 41/2009)

Genetically modified organisms (GMO)

[Proposal for a Regulation of the European Parliament and of the Council amending Directive 2001/18/EC as regards the possibility for the Member States to restrict or prohibit the cultivation of GMOs in their territory, COM\(2010\) 375 final](#)

Novel foods

[Proposal for a Regulation of the European Parliament and of the Council on novel foods and amending Regulation \(EC\) No XXX/XXXX, COM\(2007\) 872 final](#) (*inter alia* aiming at repealing Regulation (EC) No 258/97)

Annex D: Strategic Objectives and Targets (from *Strategic Plan 2009-2013*)

Activity 1: Provision of Scientific Opinions and Advice and Risk Assessment Approaches

Strategic Objectives 2009-2013

- Focus on providing an integrated approach to delivering scientific advice associated with the food chain from field to plate.
- Position EFSA at the forefront of risk assessment methodologies and practices in Europe and internationally
- Assure the responsiveness, efficiency and effectiveness of EFSA

Targets

- Develop further the multidisciplinary approach to the provision of scientific advice
- Ensure EFSA has access to the full range of expertise and information required to fulfil its mandate
- Harmonise and advance risk assessment methodologies in Europe
- Ensure that EFSA is fully engaged in international forums to keep abreast of innovation in risk assessment and actively contribute to the development of risk assessment methodologies
- Ensure the responsiveness of EFSA

Activity 2: Evaluation of Regulated Products

Strategic Objectives 2009-2013

- Provide timely, high-quality evaluation of products, substances and claims subject to the regulatory authorisation process
- Position EFSA at the forefront of risk assessment methodologies and practices in Europe and internationally
- Assure the responsiveness, efficiency and effectiveness of EFSA

Targets

- Ensure that workflows associated with authorisations are efficient and streamlined
- Assure the quality of EFSA evaluations
- Harmonise and advance risk assessment methodologies in Europe
- Ensure that EFSA is fully engaged in international forums to keep abreast of innovation in risk assessment and actively contribute to the development of risk assessment methodologies

Activity 3: Data Collection, Scientific Cooperation and Networking

Strategic Objectives

- Coordinate the collation, dissemination and analysis of data in the fields within EFSA's remit
- Position EFSA at the forefront of risk assessment methodologies and practices in Europe and internationally

Targets

- Develop and provide access to pan-European databases in the fields within EFSA's remit
- Enhance EFSA's capacity to identify emerging risks
- Harmonise and advance risk assessment methodologies in Europe
- Ensure that EFSA is fully engaged in international fora to keep abreast of innovation in risk assessment and actively contribute to the development of risk assessment methodologies

Activity 4: Communication and Dialogue

Strategic Objectives 2009-2013

- Reinforce confidence in EFSA and contribute to building trust in the EU food safety system through effective risk communication and dialogue with partners and stakeholders.

Targets

- Increase confidence in EFSA and the EU food safety system in general
- Increase coherence and relevance of risk communications messages across the EU
- Enhance dialogue with stakeholders

Glossary

AF – Advisory Forum
AFWGC – Advisory Forum Working Group on Communications
AFSCO – Advisory Forum and Scientific Cooperation Unit
AGRC – Advisory Group on Risk Communication
AHAW Panel – Panel on Animal Health and Welfare
ANS – Panel on Food Additives and Nutrient Sources Added to Food
APDESK – Applications Desk Unit
BIOHAZ Panel – Panel on Biological Hazards
BIOMO – Biological Monitoring Unit
BSE – Bovine Spongiform Encephalopathy
CEF – Panel on Contact Materials, Enzymes, Flavourings and Processing Aids
CoA – Court of Auditors
CONTAM Panel – Panel on Contaminants in the Food Chain
CORSER – Corporate Services Unit
CRL – Community Reference Laboratory
CVO – Chief Veterinary Officer
DCM – Dietary & Chemical Monitoring Unit
DG ENV – Directorate General Environment
DG SANCO – Directorate General for Health and Consumers
DOI – Declaration of Interest
ECDC – European Centre for Disease Prevention and Control
ECHA – European Chemical Agency
EDPS – European Data Protection Supervisor
EEA – European Environment Agency
EMA – European Medicines Agency
EMRISK – Emerging Risks Unit
END – Seconded National Expert
ENP – European Neighbourhood Policy
ENVI – The European Parliament Committee for Environment, Public Health and Food Safety
ESCO – EFSA Scientific Cooperation projects
FAO – Food and Agriculture Organization
FEED – EFSA Feed Unit
FEEDAP Panel – Panel on Additives and Products or Substances Used in Animal Feed
FGE – Flavouring Group Evaluation
FIP – Food Ingredients & Packaging Unit
GD – Guidance Document
GMO Panel – Panel on Genetically Modified Organisms
IAS – Internal Audit Service of the European Commission
INEX – Self, Internal and External Quality Review programme
JECFA – Joint FAO/WHO Expert Committee on Food Additives
JRC – Joint Research Centre of the European Commission
MRL – Maximum residue level
MS – EU Member States
NA – Not applicable
NDA Panel – Panel on Dietetic Products, Nutrition and Allergies
NGO – Non-Governmental Organisation
NUTRI – EFSA Nutrition Unit
OIE – Office International des Epizooties
OECD – Organisation for Economic Cooperation and Development
OJ – Official Journal
PEST – Pesticides Unit
PLH Panel – Panel on Plant Health
PPR Panel – Panel on Plant Protection Products and Their Residues
PRAS – EFSA Pesticides Unit
QMRA – Quantitative Microbiological Risk Assessment
QPS – Qualified Presumption of Safety
SAS – Scientific Assessment Support Unit
SC – Scientific Committee
SCOM – Scientific Committee Unit
SOP – Standard Operating Procedure
TSE – Transmissible Spongiform Encephalopathy