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COVER NOTE

Scientific Cooperation Roadmap 2014-2016

The Roadmap is developed to indicate ways on how to address the recommendations of the Management Board and EFSA's strategic objectives in the field of scientific cooperation. The Roadmap provides the vision, objectives and values underlying scientific cooperation and outlines actions to be taken in the coming years, including international activities, so to provide a comprehensive overview of cooperation activities with Member States and other partners (EU agencies and institutions, international organisations and third country risk assessment bodies). The Roadmap establishes the way forward for the best use of grants, strengthening cooperation with EU agencies and how to develop a common EU risk assessment agenda. Specific actions implementing the Roadmap will be included in EFSA's (multi-annual) workplans.

The Roadmap builds upon a number of strategic documents and recent reviews, and lays out specific actions to strengthen cooperation while making optimal use of resources. The 'Multi-annual programme on International Scientific Cooperation 2014-2016' is among them, and was prepared by EFSA in consultation with EFSA's Scientific Committee, DG Health and Consumers (DG SANCO) and DG EuropeAid, Development and Cooperation (DG DEVCO), EFSA's Advisory Forum and EFSA's Stakeholder Consultative Platform. The 'Multi-annual programme on International Scientific Cooperation 2014-2016' is provided to the Management Board for information.

The Management Board is kindly asked to discuss the Scientific Cooperation Roadmap 2014–2016 and provide comments on its strategic direction, with a view to finalise the document in the following months.

DRAFT

Scientific Cooperation Roadmap 2014 - 2016

Working together to ensure food safety

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Roadmap – Quo Vadis?

This roadmap builds upon a number of strategic documents, and lays out specific actions to strengthen cooperation while making optimal use of resources. It indicates how to roll-out actions identified in the Scientific Cooperation Review, including the Focal Point evaluation, the external review of the impact of EFSA’s recent grants and procurement (G&P) projects, and the international scientific cooperation programme. The roadmap establishes the way forward for the best use of grants, strengthening cooperation with EU agencies and how to develop a common EU risk assessment agenda.

1. Introduction

EFSA's mission is providing scientific advice used to ensure that food is safe for Europe's 500 million consumers. To achieve such a demanding task EFSA cannot, and does not, work in isolation. Cooperation with partners in Member States and internationally has been important since EFSA's inception, and related strategic objectives have been integral to the 'Strategy for Cooperation and Networking'ⁱ. Over the years several tools, activities, and networks have been established to structure networking and cooperation.

In 2012, the international auditors Ernst & Young issued the independent reportⁱⁱ on EFSA's external evaluation. In drawing upon the conclusions and recommendations of the external evaluation report and taking into account the results of the consultation with EFSA's staff, Advisory Forum, Scientific Committee and Stakeholders, the Management Board identified a number of priority areas, including further enhancement of EU risk assessment capacityⁱⁱⁱ.

EFSA described the practical implementation of the recommendations of the Management Board in its Programming Document and identified as one of its three key priorities for the period 2014 – 2016, to build the EU risk assessment community and optimise the use of its resources^{iv}. The first sectoral objective listed in the Programming Document is to define a multiannual risk assessment agenda with institutional partners, in particular with Member States. The Management Board highlighted the strategic relevance in promoting the efficient use of the European scientific resources and pointed out the need to:

- promote scientific cooperation initiatives aimed at using the scientific capabilities of Member States in the most efficient manner;
- build on the scientific expertise of the Member States and ensure that the scientific work carried out at national level is not duplicated at EU level;
- elaborate actions to stimulate the Member States to contribute to the consolidation of the EU risk assessment community.

This 'Scientific Cooperation Roadmap' is developed to indicate ways and specific actions on how to address the recommendations of the Management Board and EFSA's strategic objectives.

2. Background

In 2013, the **Advisory Forum Discussion Group on Scientific Cooperation** worked to provide EFSA with suggestions on strengthening scientific cooperation, in line with recommendations from the Management Board. The discussion group reviewed the various scientific cooperation activities and provided suggestions on how EFSA and Member States can work together to strengthen cooperation. Eleven recommendations^v were agreed by the Advisory Forum (AF) and are worked out in this roadmap.

After five years of operation, the work of the **Focal Point network** was reviewed in 2013. Following input from Focal Points on perceived strengths, weaknesses, opportunities and threats of the network, and an analysis of relevant strategic and operational documents, this review was summarised in a SWOT matrix.^{vi} The review concluded that the Focal Point network is a strong and operational network, meeting the overall objective to strengthen cooperation and networking, suggesting that additional tasks could be entrusted to the Focal Point network.

Also in 2013, EFSA commissioned an **external review**^{vii} to **determine the impact of science grant and procurement projects** on delivery of EFSA's tasks. The specific objectives of this external review are to describe the way and extent to which:

- past EFSA science grant and procurement projects supported and contributed to: EFSA carrying out and delivering its scientific outputs; supporting scientific risk assessment in Europe; supporting capacity building in Europe; and fostering networking between and amongst EU Member States and EFSA.
- specific expertise of contractors/beneficiaries affected delivery of EFSA's tasks; and
- the cost of EFSA grant and procurement projects affected delivery of EFSA's tasks.

Final results of this review will be available in July 2014.

In developing a **programme for international scientific cooperation**, a stock-taking activity was conducted in 2013, to map achievements and experience gained from EFSA's activities in cooperation with EU agencies, as well as with risk assessment organisations in third countries and international organisations^{viii}. Based on this stock taking exercise and taking into consideration global challenges that risk assessment bodies need to address, such as limited risk assessment capacity and experience, budget constraints, scientific competence and independence issues, this roadmap identifies targets and actions for the coming years.

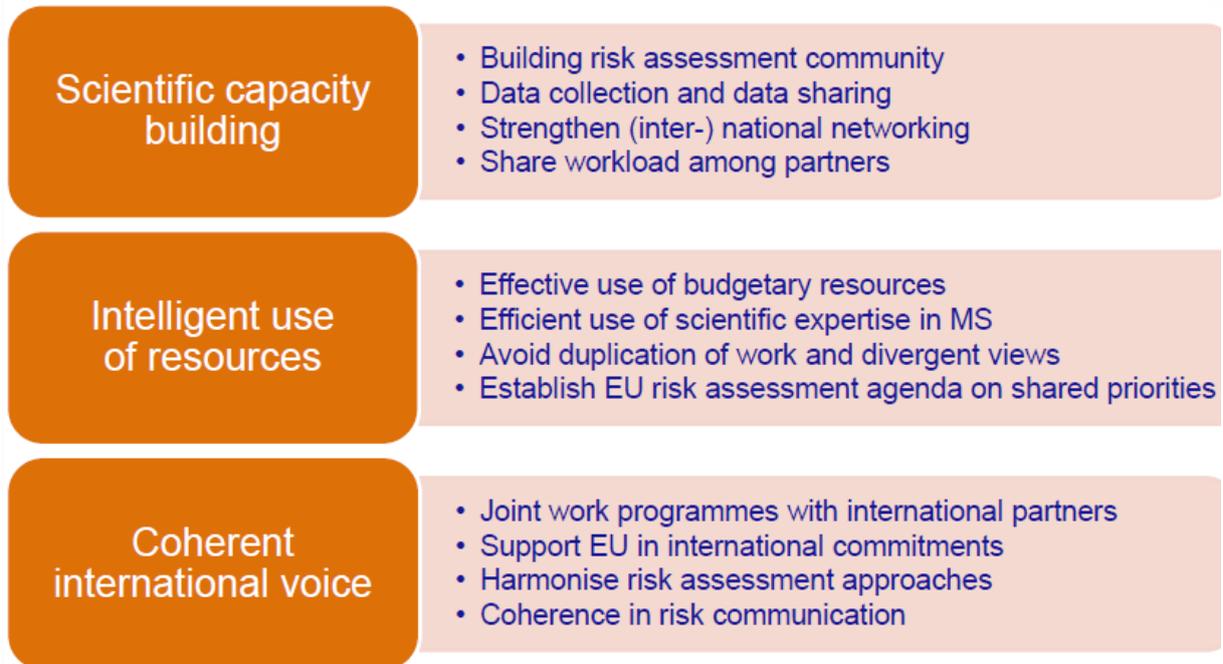
The outcomes and recommendations of these reviews have been taken up in this roadmap and led to the proposed actions in the following chapters to work together to ensuring food safety.

3. Vision

Working together to ensure food safety - Scientific cooperation is about enabling Member States and EFSA to work together to ensure that Europe's food is safe while strengthening consumer confidence. Having joint responsibility and sharing the same goal, it will be most efficient for Member States and EFSA to agree and cooperate on food safety priorities. Therefore the vision is to move beyond the operation of specific cooperation tools towards building a common risk assessment agenda, where priorities are defined on which Member States and EFSA can partner, so to make best use of resources. Food safety is increasingly a global matter, hence Member States and EFSA shall take up their international role in food safety risk assessment together with partner organisations in Member States, pre-accession and neighbouring countries, European institutions and EU agencies, as well as relevant agencies in third countries and international organisations.

4. Objectives

In working together on food safety, the following objectives are shared:



Working together on these objectives shall bring mutual benefit by efficiency gains and shared responsibility, bringing a return of investment in scientific cooperation, both from the side of EFSA and the Member States. This roadmap provides an overview of concrete actions and tools to achieve above objectives, while referring to the background documents in Annex for full background and details. The objective of data collection and data sharing, while being integral part of scientific cooperation, is addressed in a separate roadmap.

5. Values

Creating partnerships to enable scientific cooperation is part of a larger project: Europe. Therefore, the motto of the European Union ‘*United in diversity*’ applies also here. The following values underlie scientific cooperation, which are interlinked:

- **Trust:** if there is trust solutions are found, efficiency goes up and costs go down;
- **Partnership:** there is so much to do that we do rely on one another to get the work done together;
- **Openness:** working together requires letting others know what is being done and how;
- **Commitment:** achieving results may need time, overcoming obstacles, and sometimes a re-start.

6. Scientific capacity building and intelligent use of resources

It is important to ensure that risk assessment approaches do not conflict with one another and to ensure that risk assessment capacity, across Europe, can develop. In times of scarcity, it is essential to make efficient use of resources, avoiding duplication of work, and to share workload among partners. To consolidate the risk assessment community, this roadmap suggests to optimise outsourcing and training opportunities, and to strengthen national networking and the role of the FPs.

Optimising outsourcing opportunities

Involvement of Member State organisations in EFSA's projects can be better promoted by planning further ahead and increasing efforts to establish and share multi-annual plans. EFSA can foster higher interest in projects and more continuous collaboration with organisations through developing longer-term projects and improve the cost-benefit ratio for organisations. To help achieving this, an increasing proportion of outsourcing shall be done in the form of framework partnership agreements and thematic grants.

Framework partnership agreement: an 'umbrella agreement' (normally 4 year duration) that sets out the terms under which specific grants are awarded.

Thematic grants: call for proposals on broad themes, launched by EFSA, open for a number of months, so that eligible applicants can form consortia and submit innovative project proposals for large networking projects of long duration.

Joint projects

The main aim of proposed new grants is to increase the opportunity to work together among Member States, and between EFSA and Member States. This can take the shape of 'Joint Projects' as mentioned in Article 36 of EFSA's Founding Regulation: *'to facilitate a scientific cooperation framework by the coordination of activities, the exchange of information, the development and implementation of joint projects, the exchange of expertise and best practices in the fields within the Authority's mission'*. Two pilot projects may kick-off this year and through the development of the EU risk assessment agenda other suitable joint projects can be identified.

Target	Actions	Actors	Timeline
Joint projects	• Launch thematic grants.	EFSA	2015
	• Broaden means of outsourcing scientific work, including use of framework partnership agreements where relevant.	EFSA, MS	2015

Avoiding double work

Awareness of each others work programmes may help to avoid duplication of work, create opportunities for scientific cooperation and help to avoid diverging opinions. Where such work plans exist, they are shared through an Information Exchange Platform (IEP), however, it is recognised that not all Member States have established work plans or programmes specifically for food safety risk assessment, hence additional avenues are needed. Sharing of work planning can also help to identify contentious scientific issues and allow the opportunity to exchange views to prevent diverging scientific opinions.

Also in case of new scientific evidence and/or innovative techniques becoming available there may be a need to re-address scientific opinions and/or guidance documents. Close cooperation will be important when considering updating opinions/guidance.

Target	Actions	Actors	Timeline
Avoiding double work	<ul style="list-style-type: none"> Available work plans continue to be shared via the IEP. Standing agenda item on AF and FP meetings for update on unplanned risk assessment activities. Synchronise FP with AF meetings, organising 4 meetings per year. Involve Article 36 network in sharing work plans. Pre-notify and consult AF earlier about sensitive scientific opinions. Extend public consultation to 8 weeks, whenever possible. 	AF, FP, EFSA	On-going
Life-cycle of opinions	<ul style="list-style-type: none"> Structured dialogue when considering updating guidance and/or scientific opinions. 	EFSA, AF	2015
Harmonisation of risk assessment methodologies	<ul style="list-style-type: none"> Early consultation through AF in case new guidance will be developed. Workshops / training on new guidance delivered. Review mandate Scientific Network on the harmonisation of risk assessment methodologies. 	AF, EFSA	2014

Strengthen national networking and role of Focal Points

Member States are organised quite differently to each other as regards to food and feed safety. A good overview of all country arrangements is provided in the ‘EU Food Safety Almanac’ developed and maintained by the BfR (<http://www.bfr.bund.de/en>). Since EFSA’s mission is broad, this means there is interaction with many different organisations at national level. Strengthening of national networking can be fostered by a stronger coordination of Scientific Networks and Article 36 organisations. It is the task of the FPs to help coordinate this interaction and to support scientific cooperation as specified in Article 36. Therefore Grant agreements will be concluded with the Focal Points to support the dissemination of best practices and other tasks indicated under Article 36. In discussions following the review of the FP network new tasks were identified:

- Coordinating role of Article 36 organisations;
- National coordination of EFSA’s Scientific Networks;
- Coordination of training opportunities at national level;
- Cooperation on international activities;
- Sharing of work plans.

Target	Actions	Actors	Timeline
Better national networking	<ul style="list-style-type: none"> • EFSA's scientific networks to clearly set out their work activities. • Coordinate information flow to / from networks on work planning, new research, exchange of models and literature searches. 	Networks, FPs, AF, EFSA	2015
Expand role Focal Points	<ul style="list-style-type: none"> • Strengthen formal and financial framework FPs. • Agree on new tasks for FPs. • Revise FP Grant Agreements, including new tasks. 	AF, EFSA	2015

Training opportunities

A successful set of five risk assessment courses (microbiological, chemical, pest risk assessment, nutrition, GMO and other biotechnologies) has been delivered through the Commissions' Better Training for Safer Food (BTSF) programme. Over 2015 – 2018, these five courses will be continued and completed by three other courses (animal health, animal welfare, and environmental risk assessment). First experience has shown that it is possible to use the BTSF syllabus and training material and adapt these to national and regional training opportunities. Further training opportunities to expand on are:

- a pilot guest scientist and staff exchange programme that kicked-off in 2014 and could be expanded to EU agencies and third countries.
- the advanced risk assessment courses developed by and for EFSA Panel members/staff to be opened to participants from Member States.
- stimulate graduate study programmes to address risk assessment in curricula, stimulate exchange on post-graduate training opportunities, host PhD students, and establish mentoring opportunities whereby an expert or organisation could provide guidance on certain aspects related to risk assessment.

7. Resource allocation to various cooperation tools

Given that EFSA's budget will remain stable over the coming years, by consequence the budget that is dedicated to scientific cooperation can not grow significantly. To find the needed resources to support above-mentioned activities, it will be necessary to reduce the current level of expenditure on the specific grants and procurements, as shown in the table below:

	2014 budget (Euro)	2014 FTE	2015 budget (Euro)	2016 budget (Euro)
FP agreements	785 K	1	1,000 K	1,000 K
FP meetings	56 K	1.5	75 K	75 K
AF meetings	165 K	2.5	165 K	165 K
EFSA Scientific Networks	500 K	3	500 K	500K
Training experts (opening advanced risk assessment courses to MS participants)	0	0	50 K	50 K
Guest scientists and staff exchange	50 K	0.5	50 K	100 K
Specific Grants & Procurement budget	9,000 K	20	7,000 K	5,000 K
Framework partnership agreements	0	0	1,000 K	2,000 K
Thematic grants	0	0	1,000 K	2,000 K
Interagency cooperation	50 K	2	50 K	50 K
International cooperation	200 K	5	200 K	200 K
Total	10,756 K	35.5	11,040 K	11,090 K

8. EU Risk Assessment Agenda

In December 2013, the Management Board adopted “EFSA’s Multiannual Work Programme for 2014-2016” setting out how the Authority plans to deliver its strategic objectives. One of the key action areas is to develop a EU risk assessment agenda to address common long term needs and actions. The agenda will be developed together with MS and institutional partners, taking into account the international dimension. It is necessary to identify specific activities and joint projects to be prioritised, programmed and resourced in the coming years. Establishing a common EU risk assessment agenda will help to:

- clarify who is involved in what activities;
- avoid duplication of efforts;
- provide the justification to obtain needed funds and resources.

Discussions have started with Advisory Forum members on defining common priorities, and certain activity areas and key topics, where Member States and EFSA could work together more closely, are being identified. Consultation with EFSA units and Panels is necessary, delivery mechanisms for the key areas need to be identified, and a prioritisation exercise to help decide which activities to take forward first must be completed. The process to develop a common agenda will follow steps as visualised below, and described here:

The **dialogue** will include discussions with Advisory Forum members, helped by a discussion group, and with the different departments within EFSA. This will continue through 2014. The criteria for prioritisation will be developed in parallel and should be agreed upon by end 2014.

Following the establishment of **criteria**, it will be possible to prioritise the needs and to draft a list of activities which can be worked on collaboratively, identifying who will be involved in which activities.



The next step will be to identify the proper means and **resources** as a way of actually implementing and undertaking the activities identified. In this phase it will be important to explore opportunities for obtaining resources from different sources and to continue dialogue with other partners, such as the Commission Services, including DG SANCO, DG RTD, DG AGRI, DG DEVCO and DG Connect, the JRC, and with the agencies EMA, ECDC, ECHA and EEA.

A first common **programming** for the EU risk assessment agenda should be agreed by end 2015, so that the first round of activities can be included in EFSA's workplans as from 2016. Having a common risk assessment agenda, where priorities on which to work together are defined, shall help Member States and EFSA to engage in long-term partnerships and enjoy an intelligent use of resources.

9. International Scientific Cooperation

EFSA developed a multi-annual international programme “EFSA’s international scientific cooperation 2014-2016” which is building on EFSA’s “Strategic approach to international activities 2009-2012” and is guided by the recommendations of EFSA’s Management Board in connection to the 2nd external evaluation and “EFSA’s Science Strategy 2012-2016”. The activities and actions of this multi-annual programme on international scientific cooperation are summarised in the following table:

Target	Actions	Actors	Timeline
Support EU in its international commitments	Provision of scientific and technical contributions to the EU in Codex related activities, on request of the Commission: <ul style="list-style-type: none"> • Preparation of supporting documents for EU delegations • Responding to calls for data from JECFA/JMPR/JEMRA 	EFSA	Following annual and <i>ad-hoc</i> requests from DG SANCO
	Develop joint work programme with WHO and FAO focused on harmonisation of risk assessment and risk communication guidelines, on preparatory work for evaluation of priority substances, and identification of emerging risks	EFSA	2014
	Develop joint work programme with international organisations in the area of: <ol style="list-style-type: none"> 1. plant protection (IPPC/EPPO) 2. international test guidelines (OECD) 3. risk assessments in the area of biological hazards, animal health and welfare and data collection in the area of zoonotic diseases (OIE) 	EFSA	2015
	Meetings with delegations from risk assessment bodies in third countries in consultation with the European Commission	EFSA	On-going

Target	Actions	Actors	Timeline
a) optimising use of risk assessment capacity	Cooperation with risk assessment bodies in Australia, Canada, Japan, New Zealand and United States:	EFSA	Regular audio/video conferences & at least once a year a physical meeting.
b) development and harmonisation of risk assessment methodologies and approaches	<ol style="list-style-type: none"> 1. Bilateral meetings 2. Multilateral liaison groups 		
c) strengthening the scientific evidence base	International conference on trends and developments in risk assessment in conjunction with EXPO 2015	EFSA	2015
	International workshops for (new) third country risk assessment bodies on dedicated areas of risk assessment (e.g. food additives, food contact materials, etc.)	EFSA	Twice a year
Coherence with EU and international partners in risk communication	Development of: <ul style="list-style-type: none"> • Lexicon • Risk communications guidelines • Crisis communications guidelines 	EFSA with international partners (e.g. FAO, WHO)	2016
	Creation of an international platform to discuss and exchange experiences ("lessons learnt") in risk communication	EFSA	2016
	International seminar on best practices in risk communication	EFSA, AF	2016

10. Interagency Cooperation

In order to ensure a consistent risk assessment approach at EU level and to contribute to international harmonisation, EFSA works together with EU institutions (e.g. EC Scientific Committees, JRC) and bodies with a risk assessment mandate (ECDC, ECHA, EEA, EMA) in areas and subjects with an international outreach. In coming years, EFSA will work together with these agencies on various subjects including antimicrobial resistance, molecular typing, data collection on zoonoses, use of in vitro, in silico and 'omics' for chemical risk assessment, identification of emerging risks, developing chemical databases, evaluation of packaging materials, food/feed additives, pesticides and veterinary drugs. This collaboration takes the form of joint meetings, regular audio and videoconferences, exchange of experts and joint projects.

Target	Actions	Actors	Timeline
ECDC	<ul style="list-style-type: none"> • Regular collaboration with ECDC in the area of e.g. EU Summary Reports, foodborne outbreaks, emerging hazards, molecular typing, crisis preparedness • Development of a common platform to address emerging issues at the animal human interface (spec. non food-borne zoonoses including vector-borne diseases) 	EFSA, ECDC	On-going

Target	Actions	Actors	Timeline
	<ul style="list-style-type: none"> Cooperation at WG level in reply to DG SANCO mandates in providing human data for Microbial Risk Assessment on food borne zoonoses, meat inspection and antimicrobial resistance Joint EFSA-ECDC framework contract for a database on vectors and vector born diseases 		
ECHA	<ul style="list-style-type: none"> Joint projects on collection of chemical hazard data: physical meetings/video-/teleconferences to discuss e.g. chemical hazard database, harmonised templates (OECD, IUCLID, eChem), ontology, OECD QSAR toolbox, read-across, risk ranking/prioritisation of chemicals Harmonisation of RA guidance: videoconferences on subjects of mutual e.g. EDs, chemical mixtures, environmental risk assessment, use of default values and assessment factors Assessment of Regulated Substances (e.g. identifying substances of very high concern; confidentiality issues; alignment of RA procedures) Other topics: alternative testing, nanotechnologies 	EFSA, ECHA	On-going
EEA	<ul style="list-style-type: none"> High-level meeting to identify areas of cooperation Exchange of views on Environmental Protection Goals 	EFSA, EEA	2014
EMA	<ul style="list-style-type: none"> Assessment of Regulated Substances and new technologies with food, feed and medical applications General Risk Assessment approaches (e.g. efficacy assessments, use of default values and assessment factors, planned activities aimed at developing RA guidance); International harmonisation of RA approaches. Collaboration in opinions between CVMP and BIOHAZ at the request of DG SANCO (e.g. on AMR) 	EFSA, EMA	2014
EC Scientific Committees (SCCS, SCHER, SCENIHR)	<ul style="list-style-type: none"> Exchange of work programmes with the Secretariat of the EC Scientific Committees Assessment of Regulated Substances with food and non-food applications General Risk Assessment approaches (e.g. environmental RA, use of default values and assessment factors, planned activities aimed at developing RA guidance); Identification of emerging Risks (methodology, communication, interaction with EFSA's activity) Specific topics: alternative testing, nanotechnologies; chemical mixtures, risk ranking 	EFSA, SCCS, SCHER, SCENHIR	2014
EU Agencies Network on Scientific	<ul style="list-style-type: none"> To enhance the efficiency and effectiveness with regard to the provision of scientific advice To coordinate towards a more structured dialogue with 	EFSA, EU Agencies	2014

Target	Actions	Actors	Timeline
Advice	<p>EU regulators, risk managers and decision makers/takers</p> <ul style="list-style-type: none"> To act as a high-level forum for the provision of scientific advice 		
EU Agencies Network on Pre-Accession and ENP Programmes	<ul style="list-style-type: none"> To enhance the efficiency and effectiveness with regards to agencies cooperation with the Pre-Accession and ENP countries To coordinate towards a more structured dialogue with the Commission services on current and future programmes To cooperate and support each other on practical solution for the execution of the projects and the cooperation with the Commission services 	EFSA, EU Agencies, Commission	2014
JRC	<p>Cooperation in the area of:</p> <ol style="list-style-type: none"> Biological hazards, e.g. origin and transmission of antimicrobial resistance genes and of virulence traits in animals, foods and humans; methods for the use of whole genome sequence (WGS) data and host-pathogen interaction data for outbreak investigations and risk assessment Hazard identification and characterisation of chemicals (e.g. integrated testing strategies, toxicity studies to fill data gaps for RA) Exposure assessment of chemicals, including development and validation of analytical methods and collection of occurrence data in food Environmental health, including animal, plant and environmental data collection and assessment Other emerging topics: Integrating human health with environmental and ecological risk assessments, risk ranking, risk benefit, effectiveness of RM measures 	EFSA, JRC, ECHA	2014, joint activities for chemical RA in cooperation with JRC and ECHA

ABBREVIATIONS

AF	Advisory Forum, EFSA
AFSCO	Advisory Forum and Scientific Cooperation Unit, EFSA
Art. 36	Article 36 of Regulation (EC) No 178/2002 of the European Parliament and of the Council (i.e. EFSA's Founding Regulation)
BfR	Federal Institute for Risk Assessment, Germany
BIOHAZ	Biological Hazards Panel, EFSA
BTSF	Better Training for Safer Food programme, EC
Codex	<i>Codex Alimentarius</i>
CVMP	Committee for Medicinal Products for Veterinary Use, EMA
DG AGRI	EC Directorate General for Agriculture and Rural Development
DG CONNECT	EC Directorate General for Communications Networks, Content & Technology
DG DEVCO	EC Directorate General for Development and Cooperation - EuropeAid
DG RTD	EC Directorate General for Research and Innovation
DG SANCO	EC Directorate General for Health and Consumers
EC	European Commission
ECHA	European Chemical Agency
eChem	eChemPortal, OECD
EEA	European Environment Agency
EFSA	European Food Safety Authority
EMA	European Medicines Agency
ENP	European Neighbourhood Policy
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FP, FPs	Focal Point(s), EFSA
FTE	Full Time Equivalent
G&P projects	scientific grant and procurement projects
GMO	Genetically Modified Organism
IEP	Information Exchange Platform, EFSA
IPPC/EPPO	International Plant Protection Convention / Regional Plant Protection Organization for Europe
IUCLID	International Uniform Chemical Information Database
JECFA/JMPR	Joint FAO/WHO Expert Committee on Food Additives (JECFA) / Joint FAO/WHO Meeting on Pesticide Residues
JRC	Joint Research Centre
MAP	Multi Annual Plan
MS	Member States, EU
OIE	Office International des Epizooties, World Organisation for Animal Health
QSAR	Quantitative Structure–Activity Relationship
RA	Risk Assessment
RM	Risk Management
SCCS	Scientific Committee on Consumer Safety
SCENHIR	Scientific Committee on Emerging and Newly Identified Health Risks
SCHER	Scientific Committee on Health and Environmental Risks
SWOT	Strengths, Weaknesses, Opportunities, and Threats analysis
WHO	World Health Organization

ANNEX

Background Documents

ⁱ Strategy for cooperation and networking between the EU Member States and EFSA. Available: <http://www.efsa.europa.eu/en/networks.htm> .

ⁱⁱ Evaluation of EFSA – Final Report, Ernst & Young. Available at: <http://www.efsa.europa.eu/en/keydocs/docs/efsafinalreport.pdf>

ⁱⁱⁱ EFSA’s external evaluation and recommendations from the Management Board. Available at: <http://www.efsa.europa.eu/en/keydocs/docs/mbrecommendations2012.pdf>

^{iv} Programming Document of the European Food Safety Authority 2014-2016 incorporating the Annual Management Plan 2014 and the Multiannual Plan 2014-2016. Available at: <http://www.efsa.europa.eu/en/corporate/doc/amp1416.pdf>

^v Technical Report ‘Enhancing Scientific Cooperation between EFSA and Member States’ by the Advisory Forum Discussion Group on Scientific Cooperation. Available at: <http://www.efsa.europa.eu/en/supporting/pub/567e.htm>.

^{vi} Technical Report ‘Focal Points activities 2013’, including Annex 1: SWOT Analysis on the 5 Year Review of the Focal Point Network. Available at: <http://www.efsa.europa.eu/en/supporting/pub/580e.htm>.

^{vii} External review of the impact of scientific grant and procurement projects on delivering EFSA's tasks. Draft Interim Review Report, in progress.

^{viii} Multi-annual programme on International Scientific Cooperation 2014 – 2016.