



# EFSA Performance Report P3 2020

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**Third Reporting period 2020**

**January – October 2020**



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## Legend

Status	Symbol	Thresholds
<b>Over-Achieved</b>	●	Actual/Target more than <b>105%</b>
<b>On track</b>	●	Actual/Target between <b>95.1%</b> and <b>105%</b>
<b>Moderate deviation</b>	●	Actual/Target between <b>75.1%</b> and <b>95%</b>
<b>Relevant deviation</b>	●	Actual/Target less or equal than <b>75%</b>
<b>N/A</b>	●	Data not available for this period





# Introduction

This document is the third Performance Report of EFSA for 2020 and is designed to include information in all aspects of the EFSA performance measured during the respective period of reporting against the multiannual work programme as presented in the Programming Document 2020-2022 adopted in December 2019. EFSA's Performance Indicators are set in the Programming Document 2017-2019 and are structured in three levels:

- Intermediate impact (result) indicators measure EFSA's performance to achieve its strategic objectives in the long term from all related activities in a strategic area. Because of their nature most of these indicators are measured on an annual or multiannual basis.
- Outcome (result) indicators measure the result of several activities towards achieving partially a strategic objective in the midterm. These indicators are measured less frequently, and information on these is included in the report only if the frequency of measurement is relevant to the quarter.
- Output indicators are the annual work programme indicators directly linked to the outputs of specific activities in a strategic area (processes or process improvement initiatives or projects) during the year.

The performance report contains data and analysis per strategic objective related to:

- The performance of EFSA towards the results expected per strategic objective. This is measured through the intermediate impact indicators, outcome indicators and output indicators that were included in the results-based approach model implemented in EFSA as of 2017;
- The progress of the work programme execution at outputs level and any variance observed representing a deviation to the initial plan;
- The current status of the projects based on relevant data such as time, costs, quality and risks parameters including how they do contribute to the achievement of the expected results;
- The forecast for the execution of the various aspects of the work programme by the end of the year;
- The comparison, whenever possible, with the performance of the same period in the previous year in order to provide elements for reflection on trends and inform discussion on future activities.

The Performance Report is split in two sections: Work programme performance (I), and Management of resources (II). The addressees of the Performance report are the EFSA Governance bodies, namely the Management Team and the Management Board, and the managerial community of EFSA.

The report is released three times per year, following the respective reporting periods in alignment with the Management Board meetings:

- Performance Report P1, analysing data as of end of April
- Performance Report P2: analysing data as of end of August
- Performance Report P3: analysing data as of end of October

The last two months of the year are included in the Annual Activity Report presented to the Management Board in March of the subsequent year.

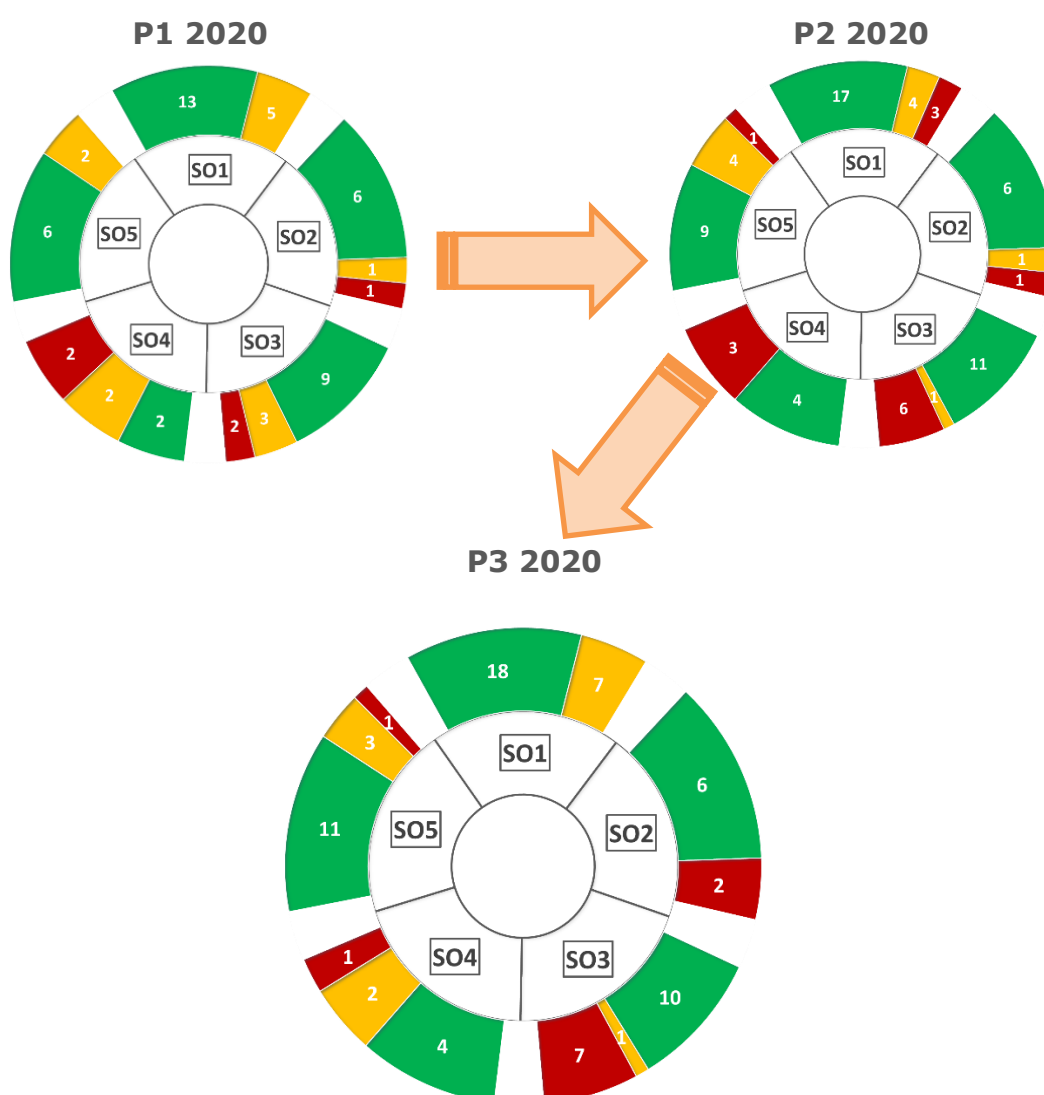
The present Performance Report summarises the progress achieved in the 3<sup>rd</sup> reporting period (P3), measured through the performance indicators (cumulative numbers for the period January-October 2020) and compared to the annual targets set in the EFSA Programming Document 2020-2022 and the targets for the reporting period).



# Performance at a glance

Compared to the previous reporting period, overall EFSA registered a small improvement of the performance of its Key Performance Indicators, albeit this increase is not shared homogeneously across the 5 Strategic Objectives<sup>1</sup> (figure 1). The direct and indirect effect of the SARS-CoV-2 pandemic on EFSA operations remain still visible:

## Performance by Strategic Objective (2020)



**Figure 1.** Comparison of performance by Strategic Objective (2020)

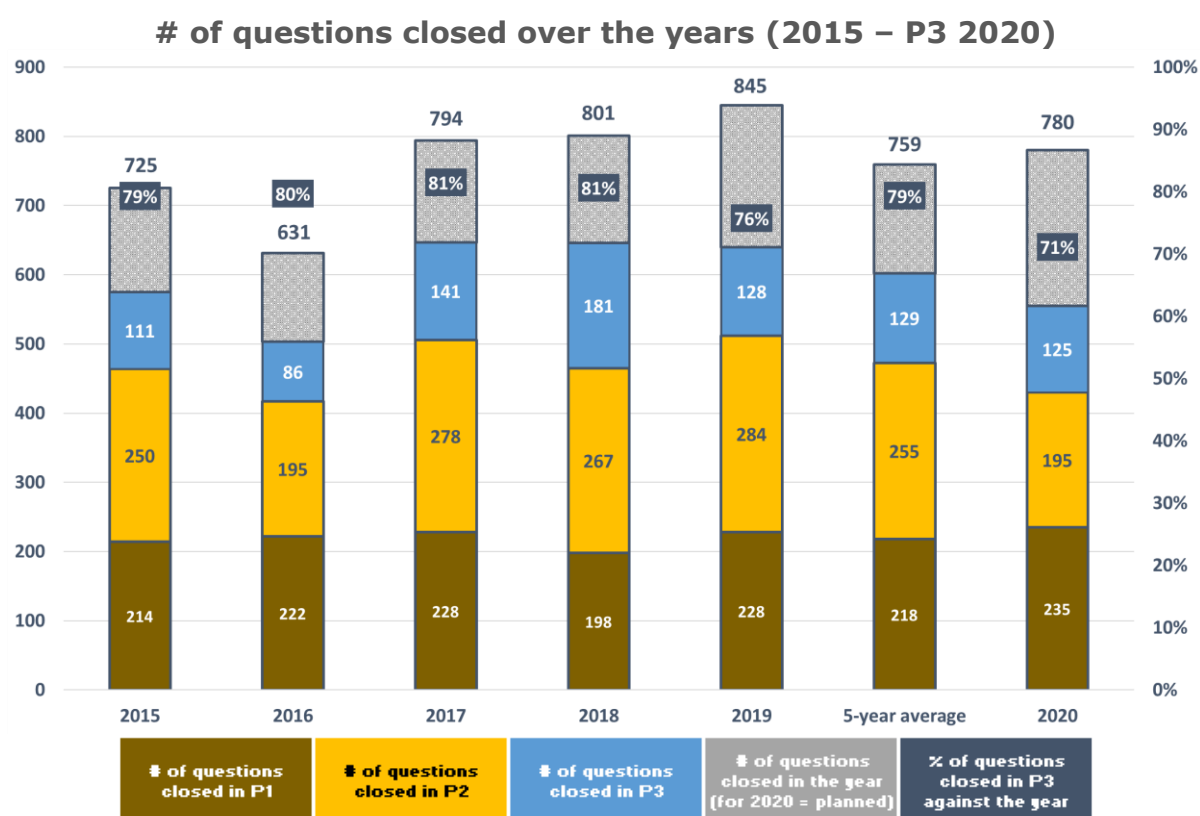
<sup>1</sup> In the first Reporting period of the year a reduced set of indicators was measured



In April, EFSA forecasted that the SARS-CoV-2 would have had an overall negative impact of around 15% on its productivity in 2020<sup>2</sup>. The positive results registered in P1 2020 could be explained by a “lag” between the peak of the outbreak and its direct and indirect impact on EFSA’s operations, especially for what concerns the scientific production. The decrease was due to several factors, including late or reduced inputs from applicants and Members States, reduced staff availability, and reduction of efficiency observed during the adaptation phase to the “new” virtual working conditions.

The deterioration of EFSA’s overall production is evident looking at the figure y-on-y of the index that measures the overall performance of output indicators<sup>3</sup>. In P3 2020 this index is at 63%, 20 p.p. below the P3 2019 result of 83% but better than in P2 2020 (-30 p.p.). In fact, the index is registering an improvement compared to the previous period (+7 p.p.), while the incidence of indicators reporting a relevant deviation is decreasing, from around 21% in P2 2020 to 16% in P3 2020. EFSA is closely monitoring the situation to ensure that the impact on its annual targets will be contained, safeguarding its core business and the preparations for the Transparency Regulation implementation.

Looking more in detail at the performance of EFSA’s operations in P3, 555 questions were closed through scientific outputs, technical reports and supporting publications across all areas. This number is below the historical production rate registered in the past five years (see figure 2), as 71% of the 2020 annual plan was completed so far compared to a five-year average of 79% and a 2019 performance of 76%.



**Figure 2.** # of questions closed over the years (2015 – P3 2020)

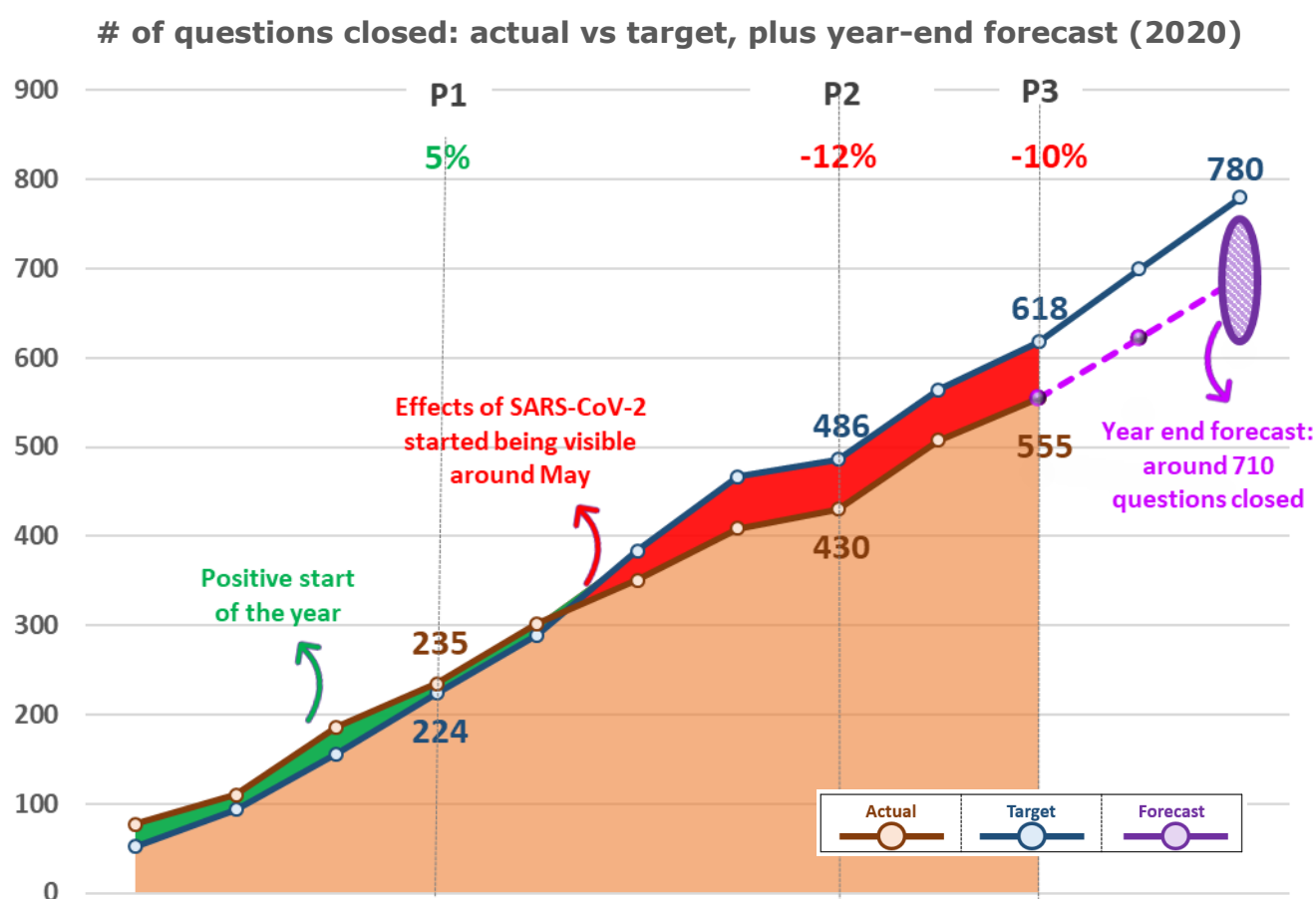
<sup>2</sup> See EFSA’s Impact Assessment document

<sup>3</sup> Index calculated as follows: weighted # of output indicators reaching or surpassing their targets / weighted # of output indicators measured in the period. The index is weighted, as a relevant deviation weights more than a moderate deviation



As can be seen in figure 3, the scientific production rate registered a slowdown since the emergence of the SARS-CoV-2 pandemic, with the number of questions closed going from being 5% above the expected target in April to the -12% registered in August, and showing a small recovery between September and October.

Looking at the trends emerging in the past years (when more than 20% of the yearly plan tends to be closed in the last 2 months of the year), considering the pace of scientific production over the year, and factoring in the May Impact Assessment forecast, the overall number of questions closed in 2020 is expected to be around 710 ( $\pm 20$ ) by year end, with 160 to 180 questions to be adopted in November and December.



**Figure 3.** # of questions closed: actual vs target, plus year-end forecast (2020)

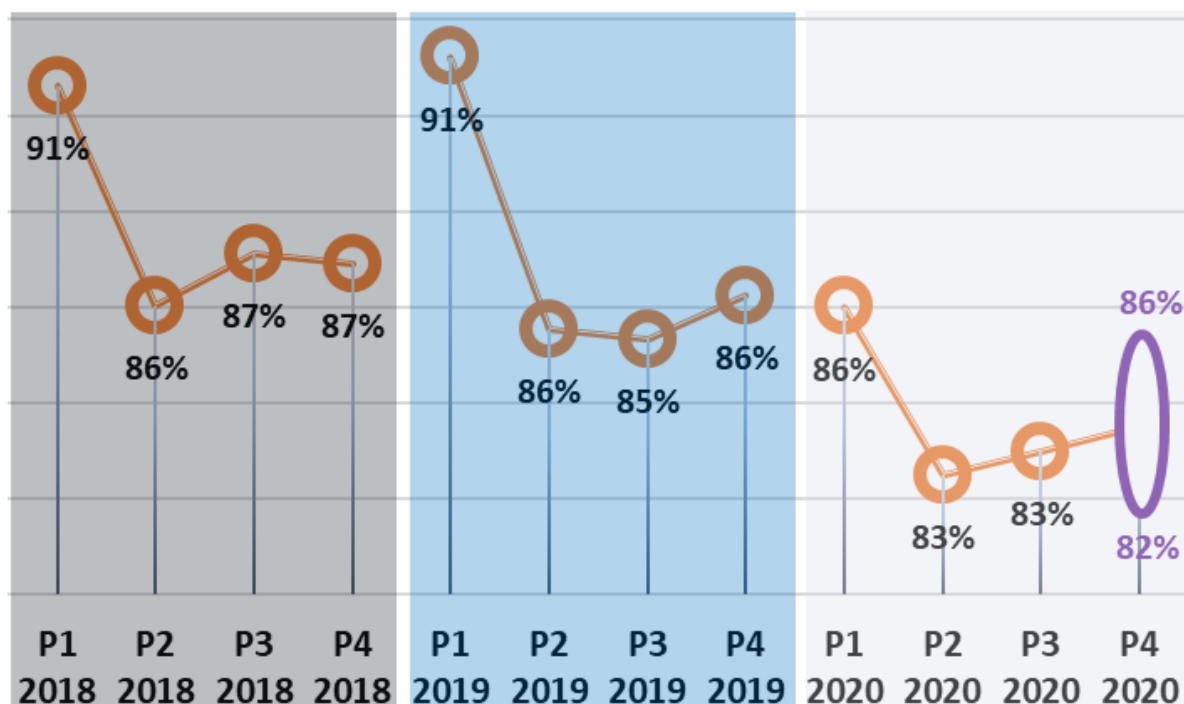
The same is true for the overall timeliness of adoption, at 83% in P3. This is in line with the previous period (82.5%) but still lower year-on-year (85.3% in P3 2019). This deviation possibly reflects the impact of the SARS-CoV-2 outbreak on EFSA's operations, linked to delays due to the virtualisation of the work as well as delays in receiving data from applicants.

Considering the expected number of questions to be closed, as well as the current pace and the trends registered in the past years (when P2, P3, and P4 tend to register very similar values), the timeliness of adoption for year-end should stand between 82%-86% overall (see figure 4).





## Progression of overall timeliness of adoption, plus year-end forecast (2018-2020)



**Figure 4.** Progression of overall timeliness of adoption, plus year-end forecast (2018-2020)

Looking deeper in the different areas of scientific production, the vast majority of questions (505, 90% of the total) were closed in the context of the **Strategic Objective 1**, with 342 questions closed in the Regulated Product area (close to the forecast of 354) and 163 questions closed in the General Risk Assessment area (against 202 planned questions closed). Regarding the timeliness of adoption, the index was at 76.5% in the area of Regulated Products, stable p-on-p (76%) but below the result achieved in P3 2019 (82.6%) and also below the yearly target (90%), whilst for the area of General Risk Assessment the index was stable p-on-p (97.8% vs 97.3%) and close to the target of 100%.

In the area of **communication**, the timeliness of publication in the EFSA Journal (90%) was higher than the target set for the year (82.5%) and higher than P2 (87.5%) and P1 (84%).

The indicators monitoring EFSA's media and social media presence, especially in terms of traffic and number of interactions, achieved positive results, mainly due to the surge registered in the first months of the year.

In the area of **engagement**, the work on the assessment of organisations applying to become EFSA's registered stakeholders continued online, with operations in the area not registering any significant disruption connected to the SARS-CoV-2 outbreak.

Little impact of the pandemic was registered on the work carried out in the area of **evidence management**, with the number of dashboards and data collections published in line with the targets set.

In the area of **Cooperation**, the overall portion of cooperation activities (with EU Member States and with international partners) carried out in the first ten months of 2020 compared to the yearly target



(63%) is below the results registered in the same period of 2018 (69%) and 2019 (85%), as some of the planned activities were either postponed or cancelled.

Another affected area is the **Preparedness for future challenges**. The timeliness of adoption of related scientific and technical outputs was at 81.2%, about 4 p.p. better period-on-period, due to the fact that all the questions closed between September and October were adopted before the agreed deadlines. The index, however, remains below the target of 100%. In terms of number of questions closed, in the first ten months of the year only 55% of the total number of questions planned for 2020 were closed (32 against a total of 58), down from an average of 91% registered in same period in the past two years.<sup>4</sup>

In the area of **corporate and business services**, and in agreement with EFSA's Management Board, some activities, such as the definition of the new Strategy, were scaled down or postponed already in P1, to safeguard core business and legal deadlines, pursue corporate compliance requirements, allow the consideration of new policy developments and the better involvement of affected stakeholders, and to cover for an increased effort in people management and crisis management. Overall, the performance on the safeguarded activities and results is on track.

Moreover, EFSA is closely monitoring the progresses of its ART programme, as the implementation of the new Transparency Regulation measures that are due to start in March 2021, is one of EFSA's priorities. Compared to the updated plans (adjusted after the re-prioritisation agreed in P1), the programme is reporting deviations in the areas of FTEs and time. However, no specific risks are foreseen, and the Programme remains committed in safeguarding the delivery of the mandatory activities, such as the work on Proactive Disclosure of Evidence, Confidentiality Assessment, and Notification of Studies, expected to start in March 2021.

Finally, in terms of financial performance, as of October, EFSA had committed 89% of its updated annual budget<sup>5</sup>, slightly below the plan (92%) set for the period but the annual target of 100% is still expected to be met. The payment execution indexes were below targets, with 85% of the differentiated credits (against a target of 96%) and 67% of the non-differentiated credits (against a target of 69%) paid at the end of October. It is expected that the first index will reach its yearly target of 100%, whilst a risk of minor under-execution is foreseen in the area of non-differentiated credits (yearly target = 90%).

<sup>4</sup> Due to the relatively small numbers in SO4 and also due to the nature of the development activities, year-on-year comparisons might be less significant than in other areas

<sup>5</sup> In August, EFSA implemented a budget amendment, via the EC global transfer procedure, by reducing the EFSA commitment and payment budget by EUR 5.0 million in 2020, to counter the impact of SARS-CoV-2 on EFSA's expenditures



# Section I. Annual and multiannual work programme – Performance per Strategic Objective

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

EFSA's scientific advice supports the decision-making process of the risk managers at the European Commission and in the Member States in the areas of general risk assessment for food and feed, plant health, animal health and welfare and nutrition. EFSA's mandate also covers the regulated products risk assessment which takes place before their authorisation to enter in the EU market. These are substances in food and feed, food contact materials and food-related recycling processes, processing aids, pesticides, genetically modified organisms, and include also the evaluation of the scientific substantiation of nutrition and health claims.

### 1.1 Fit-for-purpose scientific production

Overall in P3 2020, in the areas of general risk assessment and regulated products evaluation, EFSA closed 505 questions through scientific outputs, technical reports, and external reports, a result that is below the forecast plan for the period (555 questions to be closed) and below the result registered in P3 2019 (554 questions closed).

The timeliness of adoption in the Strategic Objective 1 was at 82.6%, unchanged p-on-p (82.5% in P2 2020) but lower than the results achieved in the same period of the last two years (84.7% in P3 2019 and 86.5% in P3 2018).

#### 1.1.1 General risk assessment

In the area of general risk assessment, EFSA closed 163 questions, less than the forecast of 202 questions for this period (see table 1). This discrepancy between actuals and plan is almost exclusively explained by the decision of EFSA, in agreement with SANTE, to postpone the adoption to 2021 of about 60 questions linked to the scientific report to derive a common EU position in the Codex meeting (CCPR), since the meeting itself was cancelled.

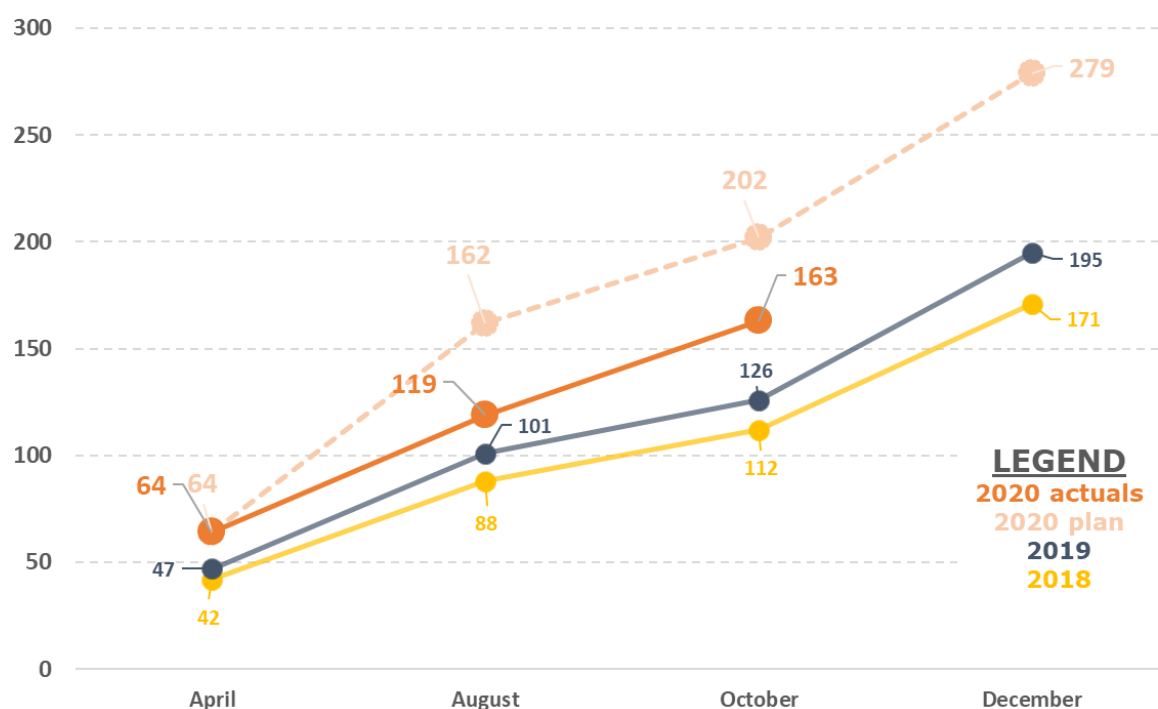
The **timeliness of adoption** was at 97.8%, a figure in line with the one registered in the previous two periods (97.3% in P2 2020, 98.2% in P1 2020) and that can be considered on track.



**Table 1.** Activity and outputs indicators for SO1 – General Risk assessment

ACTIVITY – OUTPUT INDICATORS					
General risk assessment					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of questions delivered for scientific outputs and technical reports	265	190	151	●	57%
Proportion of scientific/technical questions adopted within deadline	100%	100%	97.8%	●	-
Number of questions delivered for 'other publications' <sup>6</sup> (external reports, event reports)	14	12	12	●	86%

### # of questions closed in General Risk Assessment (2018 – P3 2020)



**Figure 5.** # of questions closed in General Risk Assessment (2018 – P3 2020)

Looking deeper, the most significant effort was registered in the Animal and Plant Health area (106 questions closed, 78% of their annual plan), in the area of Biological Contaminations and Hazards (31 questions closed, 64% of the annual plan), and in the area of Evidence management (9 questions closed, 90% of their annual plan). Details of the work produced per food sector area in General risk assessment are shown in table 2.

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



The production of scientific work (questions closed) per Unit and type of output is summarised in the Annex III.

**Table 2:** Questions closed per Food sector area – General Risk Assessment

SO1 – General risk assessment			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
Animal and plant health	106	Animal Diseases	9
		Animal welfare	5
		Plant Health	92
Biological hazards and contaminants	31	AMR	1
		Biocontam - other areas	1
		Contaminants in feed	2
		Contaminants in food	11
		Contaminants in food and feed	1
		Food Hygiene	4
		Foodborne zoonoses	8
		Micro-organisms	1
		TSE	2
Evidence management	9	EFSA Guidance documents	6
		Pesticides MRL Monitoring (Reg. 396/2005 – Art. 31)	3
Food Ingredients and Packaging	1	Food contact materials	1
GMO	8	GMO generic	7
		RA methodology	1
Pesticide Peer Review	5	Pesticides peer review – renewal of approval	2
		Pesticides peer review – review of approval	3
Pesticide Residues	2	Pesticides MRL Request (Reg. 396/2005 – Art. 43)	2
Scientific Committee	1	RA methodology	1
Total questions closed in general risk assessment			163

### 1.1.2 Regulated products evaluation

The regulated products work area has been prioritised in terms of allocation of EFSA resources to limit to the extent possible the impacts from the SARS-CoV-2 outbreak. This decision has safeguarded the overall scientific production in the area, and in P3 2020 EFSA closed 342 questions, a result that is close to the forecast of 353 questions (see table 3 and figure 6, also for comparison with the past three years).

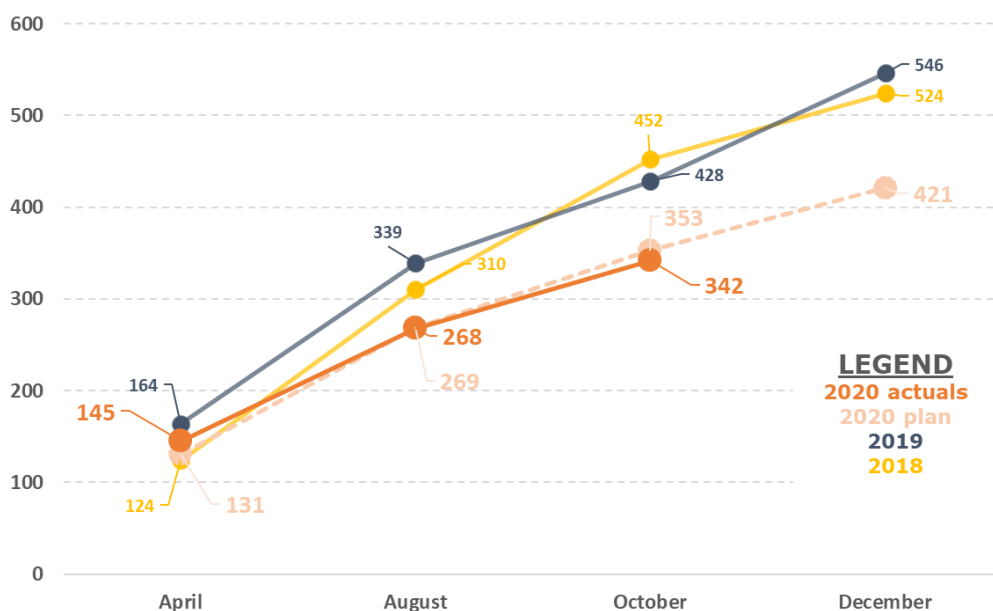


In terms of percentage of completion of the annual workplan, the figures from P3 2020 (81%) and P3 2019 (81%) are identical.

**Table 3.** Activity and output indicators for SO1 – Regulated products evaluation

ACTIVITY – OUTPUT INDICATORS					
Regulated products evaluation					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of questions delivered for scientific outputs and technical reports	417	350	340	●	82%
Proportion of scientific/technical questions adopted within deadline	90%	90%	76.5%	●	-
Number of questions delivered for 'other publications' <sup>7</sup> (external reports, event reports)	4	3	2	●	50%
Number of questions in bulk evaluation <sup>8</sup> in the Pesticide Residue Unit (Art. 12 only) <sup>9</sup>	28	22	18	●	64%

### # of questions closed in Regulated Products (2018 – P3 2020)



**Figure 6.** # of questions closed in Regulated Products (2018 – P3 2020)

<sup>7</sup> According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>

<sup>8</sup> As of 2019 the term backlog has been substituted by "bulk evaluation" according to the agreement with RM: "High volume of questions received in a bulk, for which an evaluation plan currently exists, or needs to be defined together with the Risk Manager"

<sup>9</sup> Previously called backlog. The number of questions to be closed falling under this definition is set with the risk manager at least 25 (to be closed through reasoned opinion, statements or conclusions) every year



In terms of **timeliness of adoption** instead, the index stood at 76.5%, a result in line with the figure registered in P2 (75.9%. In P1 2020, the index was at 79.8%) but registering a deviation of about 14 percentage points compared to the target of 90%. Y-on-y data shows how the timeliness in Regulated Products registered in P3 is lower than the results posted in the past two years in the same period (P3 2019: 82.6%; P3 2018: 84.1%).

Looking deeper in the Regulated products area, 98 questions were closed in the area of Feed additives, a number that is already higher than the number of outputs planned to be adopted in 2020 in this area. Good progresses towards the annual targets were registered also in the areas of GMO (8 questions closed, 80% of their 2020 plan), whilst in the area of Pesticides Peer Review 53 questions were closed, higher than the annual plan because of a high number of peer review public consultations.

Details of the work produced per food sector area are presented in table 4.

The production of scientific work (questions closed) per Unit and type of output is summarised in the Annex III.

**Table 4:** Questions closed per Food sector area – Regulated products evaluation

SO1 – Regulated products			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
Biological hazards and contaminants	2	Animal By-Products	2
FEED	98	Feed additives – applications	98
Food Ingredients and Packaging	103	Enzymes	32
		Flavourings	23
		Food additives	27
		Food contact materials	21
GMO	8	GMO generic	2
		GMOs applications for renewal under Reg. 1829/2003 / Commission Implementing Regulation (EU) No 503/2013	2
		GMOs applications under Reg. 1829/2003 / Commission Implementing Regulation (EU) No 503/2013	4
Nutrition	22	Food allergens	1
		Food for specific groups	2
		Health claims Art. 13/5	3
		Health claims Art. 14	1
		Notification on traditional foods from third countries	2
		Novel Foods application	12
		Nutrient sources	1
Pesticide Peer Review	53	Pesticides peer review – amendment approval conditions	1
		Pesticides peer review – basic substances	8
		Pesticides peer review – confirmatory data	7
		Pesticides peer review – new active substances	8
		Pesticides peer review – renewal of approval	28
		Pesticides peer review – review of approval	1



SO1 – Regulated products			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
Pesticide Residues	56	Pesticides MRL Application (Reg. 396/2005 – Art. 10)	38
		Pesticides MRL Review (Reg.396/2005 – Art. 12)	18
Total questions closed in regulated products			342

In some areas of the regulated products evaluation the delays registered with respect to the initial deadline led to the accumulation of backlogs. These questions are part of the ongoing work programme and efforts are made to reduce their number during the actual year. To be noted that questions received in bulks and pending evaluation, are not part of this backlog. For these cases, called “bulk evaluations”, a work plan is agreed or pends agreement with the risk managers. Details on the actual backlog and its reduction per food sector area during the reporting period are presented in table 5, while current status of bulk evaluations is included in table 6.

**Table 5:** Regulated products – Backlog volumes <sup>10</sup>

Regulated products area	# at year start	# in P3	Reduction in 2020
FEED	56	37	21
– Feed additives – applications	56	35	21
GMO	1	1	0
– GMO – miscellaneous	1	1	0
PRES	41	19	22
– Pesticides MRL Application (Reg. 396/2005 – Art. 10)	41	19	22
PREV	8	3	5
– Pesticides peer review – miscellaneous	8	3	5

**Table 6:** Regulated products – Bulk evaluation volumes

Status	Regulated products area	# at year start	# in P3	Reduction in 2020
Deadlines agreed with Risk Manager	FIP	439	365	74
	– Flavourings <sup>11</sup>	73	49	24
	– Enzymes <sup>12</sup>	238	210	28
	– Food additives – re-evaluation	128	106	22
	PRES	146	95	48
	– Pesticides MRL Review (Reg. 396/2005 – Art. 12) – ex backlog	113	95	18

<sup>10</sup> The volume of the backlog at the beginning of year N is greater than the backlog at the end of year N-1 as “new” late questions are added in year N to the residual of the year N-1.

<sup>11</sup> Evaluation of flavouring substances included in the Union list with a footnote, according to Regulation (EC) 1565/2000 and Implementing Regulation (EU) 872/2012. The plan for addressing the remaining evaluations is influenced by the timing of submission of information from applicants. The number of on-going questions might be increased because of potential future FGEs (flavouring group evaluations) (confirmed only if no safety concerns are identified), or newly received requests.

<sup>12</sup> The number takes into account the questions closed for food enzymes applications until P3, and 3 additional question received as of start 2020.





Status	Regulated products area	# at year start	# in P3	Reduction in 2020
Pending Risk Manager decision	NUTRI	<b>1548</b>	<b>1548</b>	<b>0</b>
	- Health Claims (Art.13.2) – botanicals	1548	1548	0

### 1.1.3 Increased engagement

#### Stakeholders

The process for registering new EFSA stakeholders is being carried out remotely and has continued without disruptions, with four new stakeholder registrations completed since May. The target of this period (131) however was not reached as nine organisations were no longer eligible (as a consequence of Brexit), and this has reduced the total number of registered stakeholders to 121.

The satisfaction of EFSA' stakeholders slightly surpassed the target set at 90% (see table 7). Positive performance also for the timeliness to reply to stakeholders' and citizens' queries to EFSA, as the ASK EFSA service posted a 99% response rate within the set deadlines.

**Table 7.** Activity and output indicators for SO1 – Stakeholders engagement

ACTIVITY – OUTPUT INDICATORS					
Engagement					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Total number of registered stakeholders	132	131	121	●	92%
Number of stakeholder enquiries addressed within agreed deadlines	95%	95%	99%	●	-
Percentage of positive feedback from engagement activities carried out with registered stakeholders	90%	90%	93%	●	-
Number of public consultations on EFSA outputs	21	21	30	●	143%

An important activity to foster engagement throughout the RA process are the public consultations. This activity will be strengthened once the new requirements of the Transparency Regulation enter into force in March 2021. Looking at the current year, EFSA carried out already 30 public consultations, 9 more than the plan foreseen at the beginning of the year.

#### Applicants

In terms of engagement with applicants, the satisfaction rate on EFSA scientific outputs and the application management process was at 76.5%, registering an increase compared to the data posted in August 2020. This result is also higher than the measurement registered in 2019 (55%). Additional 16 service catalogue activities with applicants were carried out between September and October, bringing the total number for the year to 80, a number that is a bit below the results registered in P3 2019 (96) and below the target forecast for the period. To be noted that the number reported does not include the webinars carried out in 2020, which can explain the discrepancy with the planned target.



**Table 8.** Activity and output indicators for SO1 – Engagement with Applicants

ACTIVITY – OUTPUT INDICATORS					
Engagement					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Percentage of positive feedback on regulated products opinions from applicants	54%	54%	76.5%	●	-
Number of service catalogue activities with applicants (meetings, webinars, info sessions etc.)	127	106	80	●	63%

## 1.2 Enhanced outreach of communication

In terms of media coverage, the trend registered since 2019 continued also in P3 2020, as demonstrated by the **media coverage index** (measuring the tone of media coverage mentioning EFSA), which remained in the neutral/slightly positive area, as per target (table 9).

**Table 9.** Intermediary impact indicators for SO1 – Satisfaction on communication tools and materials

KPI	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Intermediary impact:</b> Increased satisfaction of stakeholders regarding EFSA's communication tools and materials					
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles)	18 (2017)	5-25	5-25	15	●

Overall, in the reporting period EFSA managed, as planned, to address on time 95% of the media enquiries received (see table 10).

**Table 10.** Activity and output indicators for SO1 – Media inquiries addressed on time

Activity – output indicators				
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status
Number of media enquiries addressed within agreed deadlines	95%	95%	95%	●

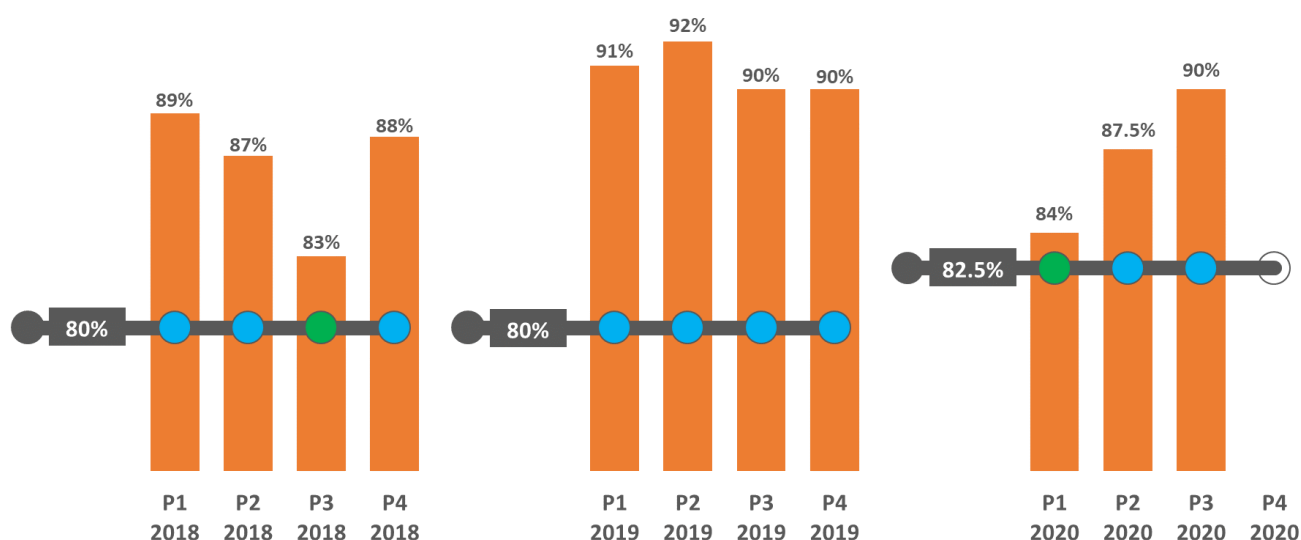
### 1.2.1 Communication of findings

In P3 2020, the publication of scientific outputs in the EFSA Journal took place within 28 working days in 90% of cases, a result higher than the target of 82.5% set for 2020 (see figure 6) and in line with the trend emerged in 2019, after the reduction registered in P1 2020. Moreover, the satisfaction rate



expressed by EFSA Journal's users remains very high, at 98%, well above the target of more than 80% (table 11).

### Timeliness of publication in the EFSA Journal (2018 – P3 2020)



**Figure 7.** Timeliness of publication in the EFSA Journal (2018 – P3 2020)

**Table 11.** Intermediary impact indicators for SO1 – Satisfaction on communication tools and materials

KPI		Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Intermediary impact:</b> Increased satisfaction of stakeholders regarding EFSA's communication tools and materials						
User satisfaction rating of communication tools and materials	EFSA Journal	85% (2016)	>80%	>80%	98%	●

Regarding the **visibility of EFSA's scientific outputs** (table 12), the number of accesses to EFSA's outputs and the number of downloads of EFSA's outputs followed the positive trend emerged in P2, when the indexes recovered from the moderate deviations registered in P1 to post results above the targets set for the period. A very high volume of citations of EFSA's scientific outputs in scientific articles was registered as of P3 2020 (48,763), doubling already the target set for the year (21,525), likely an effect of the inclusion of the EFSA Journal in PubMed (April 2020).



**Table 12.** Outcome indicators for SO1 – Risk Communication

KPI		Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Outcome:</b> Enhanced outreach of communication						
Impact, visibility and discoverability of EFSA's scientific outputs <sup>13</sup>	access	3,162,974 (2018)	3,619,350	3,016,125	3,207,137	●
	downloads	2,306,925 (2018)	2,940,000	2,450,000	2,650,000	●
	citations	18,347 (2018)	21,525	21,355	48,763	●

### 1.2.2 Social media presence

EFSA's **social media presence** continued registering overall positive results in the third quarter of 2020. The number of followers of the EFSA's social media accounts kept increasing (with the foreseen yearly target already surpassed in P2). The total number of social interactions reached 82,1825, well above the target for the period and continuing with the positive trend registered since P1. Finally, the index measuring the traffic to EFSA web content promoted from social media was not measured in P3 due to a technical issue following a change of tool. However, the figure registered in P2 (which is reported in the table below) was very positive (71,102) and already close to the yearly target.

**Table 13:** Outcome indicators for SO1 – Social media & online products

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Outcome:</b> Enhanced outreach of communication						
Social media effectiveness	Increase followers from social media platforms	40,742 (2016)	132,053	130,052	151,891	●
	Social interactions	14,881 (2016)	89,390	74,492	82,825	●
	Traffic to EFSA web content from social media	63,464 (2016)	73,404	61,170	71,102 <sup>14</sup>	●
Traffic to EFSA's web content (web metrics): number of sessions		3,184,611 (2016)	5,499,072	4,582,560	3,476,589	●
Number of subscribers to online subscription products (newsletter and alerts)		33,934 (2016)	34,740	34,683	33,963	●

The indicator that monitors the reach of the EFSA website fell behind its foreseen target in P3. The reason of this performance is that EFSA recently (summer 2020) moved to a new system, fully compliant with the current GDPR, which tracks the visits only after the user's explicit consent.

The number of subscribers to EFSA's online product remained on track (see table 13).

<sup>13</sup> Linked to the WILEY Report for EFSA Journal

<sup>14</sup> Data from P2



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

EFSA aims to enhance the quality of its outputs by giving direct access to data and promoting the development of collaborative platforms in Europe and internationally, as well as fostering data re-use and innovation. EFSA advocates for openness by working with data providers and organisations and adopting open data concepts and standards, by gaining better access to, and making better use of, data from a wider evidence base that, where possible, follow international quality standards. In doing so is exploring the use of innovative sources of information, such as social media.

### 2.1 Improved access to data, wider data coverage and support to data collections

In the area of evidence management, overall the volume of questions closed was higher than the target initially set for the period. In terms of EFSA scientific production, the number of questions closed in SO2 was higher than expected, mainly due to 6 technical reports, not included in the initial plan, related to data collections with IPA<sup>15</sup> countries in the context of the SIGMA project on data collection and analysis on animal disease outbreaks and surveillance (table 14). The timeliness is on track.

The number of new tools (e.g. exposure tools) is on track.

**Table 14:** Activity and output indicators for SO2

Activity – output indicators					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of questions delivered for scientific outputs and technical reports	3	2	8	●	266%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	11	7	4	●	57%
Number of new tools <sup>16</sup>	4	3	3	●	75%

Building on continuous efforts to improve the access to its data, EFSA made available two new publicly accessible data collections published without data aggregation (2018 pesticides annual summary report data; Perfluoroalkyl substances -PFAs- occurrence data), bringing the total for the year to 5 (table 15). The annual target is expected to be met.

The number of users registered in the **Scientific Data Warehouse** grew to 1102 in P3 2020, well above the intermediate target set for the period and above the yearly target.

The number of digital objects uploaded in the **Knowledge Junction**, a curated, open repository set up to improve transparency, reproducibility and reusability of evidence used in food and feed safety risk assessments, continued to increase (275 in P3, above the target of 247 set for the period).

<sup>15</sup> IPA: Instrument for pre-accession assistance (abbreviation used for the "pre-accession" countries).

<sup>16</sup> The 'Number of enhancements to operational data collections' and the 'Number of new data collections implemented' included in the *Final programming document 2018-2020* are replaced by the indicator 'Number of new tools' (e.g. exposure tools), new data collections and enhancements to existing data collections'.



**Table 15:** Outcome indicators for SO2

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Outcome:</b> Improved access to data						
Data accessibility index	Number of publicly accessible data collections published without data aggregation from EFSA	1 (2016)	9	7	5	●
	Number of data collection dashboards/aggregates published <sup>17</sup> .	11 (2017)	20	20	22	●
<b>Outcome:</b> Wider data coverage						
User statistics from the data warehouse		421 (2017)	774	645	1102	●
Number of digital objects uploaded to the EFSA open repository (Open SCAIE/Knowledge Junction) <sup>18</sup>		500 (2017)	296	247	275	●

Under the Information Management Programme (IMP) and in the context of the Strategic Objective 2, EFSA is also running IT projects with the aim of improving the efficiency and the capabilities in the area. Overall, the projects under the Programme are reporting delays, shortage of resources and risks of moderate entity, mainly due to the impact of the SARS-CoV-2 pandemic on EFSA's operations and priorities, and due to the focus on implementing the measures required in the context of the General Food Law.

Nevertheless, in 2020 the Programme has closed its DATA Digital Objects Identifiers (DATA DoIs) project, which aims at providing easy and, whenever possible, open access to datasets used and produced by EFSA scientific assessments and to set up a metadata management process supporting at least all published EFSA datasets.

Another project that was completed is the first phase of the Data Management and Data Virtualisation (DAMA) project, which will enable EFSA to be more efficient (less storage costs, increased performance) with its data collection and data analysis solutions.

<sup>17</sup> As efforts were focused on merging dashboards, the total number of the available dashboards is now 22, down from the 27 reported in P1. The annual target is adapted accordingly

<sup>18</sup> Number of uploaded and curated digital objects and their increase on a yearly basis



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

EFSA aims to set up cooperation initiatives that make best use of expertise for scientific assessment through partnerships between EFSA staff, scientific experts, Member States and international organisations. EFSA invests in competence development (e.g. through its fellowship programme) and capability transfer (e.g. through cooperation tools such as partnering grants), common programming and work-sharing, increasing the available EU and international expertise as well as the EU's scientific assessment capacity and efficiency. EFSA is taking stock of best practices internally and elsewhere (other EU agencies and international bodies), and optimises its workforce model (tasks, roles and working methods), making the best possible use of available capacities and getting timely access to the necessary expertise. EFSA is strengthening multi- and inter-disciplinary working, and harmonisation and exchanges across different areas/panels, while exploring innovative ways of increasing risk assessment capacity, such as via crowdsourcing and cognitive computing.

#### 3.1 Strengthen capacity building and capacity sharing

In the Strategic Objective 3, six questions were closed in P3, against an overall yearly target of eight through technical reports and external or event reports (table 16). The timeliness is on track at 100%.

**Table 16:** Activity and output indicators for SO3

Activity – output indicators					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of questions delivered for scientific outputs and technical reports	4	3	2	●	66%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	4	4	4	●	100%

In the area of **cooperation with the Member States**, the number of cooperation activities carried out between January and October 2020 was below the forecast (see table 17) and below the number of activities carried out in the same period in the past two years (50 in P3 2019; 44 in P3 2018), as the SARS-CoV-2 outbreak led to postponements/cancellations of more than 30% of planned activities.

By contrast, the index measuring the number of **cooperation activities carried out with international partners** registered a result (45) higher than the target of the period (40), and in line with historical trends (90% of the yearly plan closed in P3 2020, vs 93% in P3 2019 and 89% in P3 2018), as these activities continued through the use of virtual meetings and social collaboration platforms.

Finally, the **number of cooperation agreements** with is below the target set as the finalisation of arrangements currently in consideration has been put on hold to allow discussions on the impact that the entry into force of the Transparency Regulation will have on cooperation agreements.





**Table 17.** Activity and output indicators for SO3 – EU and international cooperation activities

Activity and output indicators					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of MS cooperation activities (network meetings, national FP events/workshops)	80	58	37	●	46%
Number of international cooperation activities (meetings, events, missions)	50	40	45	●	90%
Number of cooperation agreements with international and third country organisations	2	1	0	●	0%

Due to the extension of the deadline for EFSA open calls, the indicators in the EU **risk-assessment agenda take-up** index (table 18) did not register any change also in P3, due to the extension of the deadlines for EFSA open calls (from June to August) and the deprioritisation of awarding of the projects to P1 2021. The planned target for 2020 should be met, at least partially.

The number of joint activities with international partners under cooperation agreements is slightly below the target of the period, due to the impact of SARS-CoV-2 in this area, that led to postponement of some meetings.

**Table 18.** Outcome indicators for SO3 – Risk assessment agenda take up

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Outcome:</b> Building and sharing capacity within the risk assessment community at organisational level						
Risk assessment agenda take-up index <sup>19</sup>	Number of joint projects awarded in the reported period	13	5	4	0	●
	Number of priority areas in the EU RAA covered	8	2	2	0	●
	Number of Member States that have participated in joint projects	15	8	7	0	●
	Number of partners (i.e. beneficiaries) participating in consortia	29	11	9	0	●
Number of joint activities (staff exchange, joint projects / workshops) with international partners under cooperation agreements <sup>20</sup>		5	50	42	38	●

Information sharing on planned work between EFSA and MSs continued to be carried out with a high level of participation from MS, enabling best use of available resources. 25 Member States shared their RA plans, plus 3 IPA countries. No duplication of activity and no potential divergence between EFSA and Member States were detected (table 19).

<sup>19</sup> Baseline reflects the execution of 2017. The target is not an increase of 2017 baseline, but it is set according to plans.

<sup>20</sup> Activities under international scientific cooperation agreements not related to risk assessment agenda and reported under SO3 annual indicator "Number of international cooperation activities (meetings, events, missions)"





**Table 19.** Intermediary impact indicators for SO3 – Increased efficiency of risk assessment at EU and international level.

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Intermediary impact: Increased efficiency at European and international level</b>						
Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU (development and rollout of a database for sharing MS RA activities)	Number of MS active in sharing RA information	25 (2016)	25	25	25	●
	Potential duplication identified before an activity is started	100%	100%	100%	100%	●
	Potential divergence identified before the adoption of an opinion	100%	100%	100%	100%	●
	Follow-up actions within 10 days of identification of potential duplication/divergence	100%	100%	100%	100%	●

The number of views, downloads, and citations of external scientific reports produced with the support of the scientific community kept registering positive results, recovering from the small deviations registered in P1 2020 (table 20).

**Table 20.** Impact indicators for SO3 – Outreach of supporting publications via grants & procurement

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Intermediary impact: Increased satisfaction of MS, EU, and international partners with regards to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)</b>						
Outreach of supporting publications on grants and procurements	Number of page visits (visibility)	213,048 (2018)	262,500	218,750	228,529	●
	Number of downloads (usage)	201,251 (2018)	241,500	201,250	210,366	●
	Number of citations (impact)	2.47 (2018)	2.84	2.82	3.4	●



## 4. Prepare for future risk assessment challenges

Anticipating risk assessment priorities and related methodology and evidence needs ensures that EFSA is prepared for present and new challenges in a dynamic food safety system, whilst driving harmonisation of methodologies to improve food safety across Europe. The preparation for potential future challenges and crises in food risk assessment, encompasses the production of guidance documents and participation in crisis simulation exercises, and continuous update and creation of standardised guidelines or methodologies to assess risks in a consistent and harmonised manner.

### 4.1 Effectiveness of EFSA's Preparedness and Response

Overall, the number of questions closed for scientific outputs, technical reports and external publications (32) was below the predicted targets of 47 for P3 2020 (table 21), and also below the results achieved at this point in time in the past three years (see Figure 7). This performance can be attributed to the re-prioritisation of activities carried out by EFSA, in favour of general risk assessment, but also impacted by the delays registered in grant & procurements, as more than 25 deliverables (either intermediary or final) related to development projects were postponed to 2021 or had their scope reduced. The area related to emerging risk identification and emergency response was instead safeguarded.

The timeliness of adoption registered an improvement period-on-period (from 78.8% to 81.2%), due to the fact that the scientific outputs and technical reports closed in the past two months were all on time but it remained below the results registered in P3 2019 (95%) and P3 2018 (100%), as well as below the target of 100%.

**Table 21.** Activity and output indicators for SO4

Activity – output indicators					
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status P3	% Target 2020
Number of questions delivered for scientific outputs and technical reports	28	27	17	●	61%
Proportion of scientific/technical questions adopted within deadline	100%	100%	81.2%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	30	20	15	●	50%

The indexes on the use of EFSA's guidance documents monitored through the EFSA Journal showed the trend already registered for the other types of publications (see SO1 and SO3), continuing the positive trend that emerged in P1 after lower-than-forecast results in P1 (table 22). The number of registered users in the R4EU platform shows positive results (almost than 2,000 users, with the yearly target already surpassed since P2).

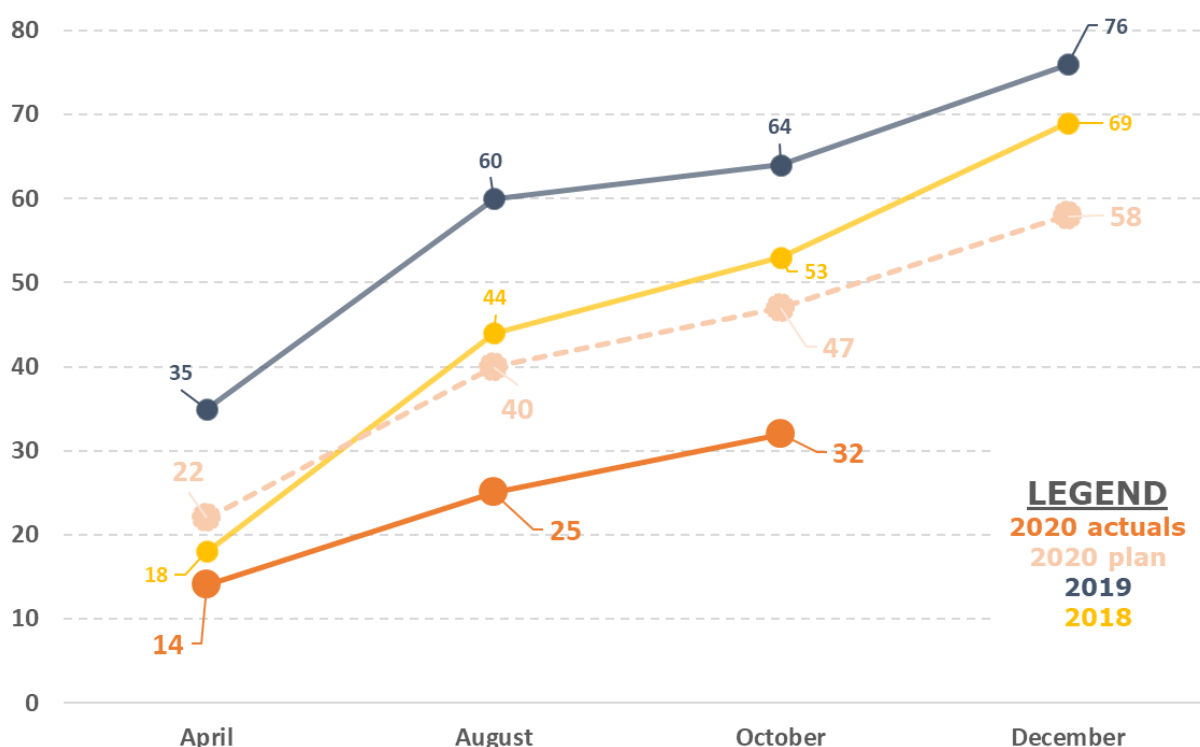
**Table 22:** Impact indicators for SO4 – Preparedness, methodologies and response

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
<b>Intermediary impact:</b> Increased satisfaction of stakeholders with regards to EFSA's preparedness, methodologies and response						
Use of EFSA's guidance	Number of page visits (visibility)	362,409 (2018)	414,750	345,625	367,522	●



KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status P3
(access, downloads, citations)	Number of downloads (usage)	348,223 (2018)	388,500	323,750	349,128	●
	Number of citations (impact)	2.97 <sup>21</sup> (2018)	3.31	3.28	4.7	●
Use of EFSA's tools (statistical models)		687 (2018)	1,891	1,862	1,999	●

### # of questions closed in Strategic Objective 4 (2018 – P3 2020)



**Figure 8.** # of questions closed in Strategic Objective 4 (2018 – P3 2020)

## 4.2 Methodology development, Harmonisation & Accessibility of methods/tools

Under the umbrella of the Risk Assessment Methodologies Programme (RAMPRO) the activities on identification, prioritisation and management of scientific projects in the areas of (i) chemical risk assessment for human and animal health; (ii) environmental risk assessment of chemicals; (iii) harmonisation of risk assessment methodologies; (iv) biological risk assessment continued.

Overall, the 42 ongoing projects in P3 2020 registered results in line with the updated plan. However, since the beginning of the year, deterioration in the areas of timeliness (-7%) and availability of Human Resources (-6%) were registered, whilst the other dimensions were more stable. Since the beginning of the year, 10 new projects kicked off, whilst 3 were closed (*Data collection in support of*

<sup>21</sup> Average per article



*the Endocrine Disruption (ED) assessment for non-target organisms in the area of Environmental Risk Assessment; Collection of EFSA experiences and needs for evidence appraisal and Animal dietary exposure assessment: integration of existing feed consumption data in EFSA, both in the area of Harmonisation of Risk Assessment methodologies).*



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

EFSA has been strengthening since 2016 a culture based on its values of openness, innovation, cooperation, independence and scientific excellence among its experts, partners and staff. In doing so, EFSA has implemented initiatives aiming to create an efficient, transparent and responsive environment, (i.e. organisation, processes and tools) that allow sustaining organisational performance improvements and delivering on its strategic objectives.

### 5.1 Staying relevant in an evolving strategic context

Following the decision of EFSA's MB to postpone the adoption of the Strategy 2027 document, EFSA is now aiming at having it approved in June 2021. EFSA has updated its environment scanning report with an analysis of the new policy context at EU level, that will inform the draft to be discussed at the MB session of March 2021.

Regarding the progresses towards the implementation of the new provisions stemming from the **Transparency Regulation** (TR), the ART Programme (the umbrella under which the 4 projects delivering TR-related measures are placed) is on track<sup>22</sup>, even if moderate delays (in particular in the Relationship Management Project<sup>23</sup>) and shortage of resources (mainly in the Risk Assessment Project<sup>24</sup>) have been reported.

In the past months, progresses on practical arrangements were registered for Art. 32 (Pre-submission advice, Notification of Studies, Public Consultation), Art. 38-39 (transparency and confidentiality), and for Plants Protection Products (PPPs). In November these documents will be shared with the relevant stakeholders with the aim of adopting them by the end of 2020.

EFSA also progressed in the update of 27 guidance documents (12 administrative and 15 scientific). Regarding the scientific guidance documents, seven have already been endorsed by EFSA's panels, whilst the remaining eight documents should be endorsed by the end of the year.

The construction of the technological landscape<sup>25</sup> has been finalised in September, with user acceptance tests ongoing. Once the technological landscape will be validated (in December), the business simulation phase will start, with the aim of being ready by March 2021.

In terms of external engagement, EFSA and DG SANTE jointly defined principles for interaction with stakeholders and the engagement channels: Sounding Board, Technical Groups, Stakeholder event, dedicated space in EFSA website. Two Sounding Board meetings have already taken place in March and July. The third Sounding Board meeting will be in November. Practical Arrangements will be shared with stakeholders and discussed during the 3rd Sounding Board and WG DG SANTE Advisory group meetings.

<sup>22</sup> After taking into account the reduction of scope/postponement of deliverables due to the SARS-CoV-2 implications (such as the reshaping of the EFSA processes and the postponement of the implementation of the new organisational design)

<sup>23</sup> The Relationship Management Project (RMP) is in charge of developing and implementing processes in support of transparent and structured engagement with EC, MS, applicants and stakeholders throughout the entire Risk Assessment process

<sup>24</sup> The Risk Assessment Project (RAP) aims at delivering a model that effectively and efficiently aligns process, organisation, tools and information management to implement processes related to Risk Assessment, such as scientific production, confidentiality assessment, ensuring the update of the IT supporting tools and the publication of EFSA's outputs

<sup>25</sup> EFSA will deliver: FSCAP integration and e-Submission format for regulated products; IUCLID Pesticides PPP & MRL e-Submission; Platform for Notification of studies; Pre-submission advice workflow; Risk assessment workflow; Confidentiality assessment tool; Dissemination tool; Proactive disclosure tool; Secure storage and controlled access.



## 5.2 Sound operational performance and compliance

Underpinning the sound operational performance of EFSA is the strengthened **accountability framework** based on its four pillars: governance and decision making, assurance, result-based management, and quality and continuous improvement.

Under the pillar of **assurance**, the reprioritisation of tasks decided in May to face the SARS-CoV-2 emergency led the revision of the timelines for the completion of the Anti-Fraud strategy, the accountability Policy & Delegations of Authorities and the implementation of Compliance & Veracity checks, that had to be postponed to 2021, as already mentioned in P2 2020.

With EFSA due to receive additional Transparency Regulation funds, a series of mitigating measures have been put in place to safeguard processes related to budget, financial services, grants & procurements, risk management and internal control. Indeed, with EFSA set to increase its overall budget by 80% over the next three years, it is of high importance to ensure that the additional funds are spent in compliance with rules and regulations and principles of sound financial management. The planning of Assurance activities for 2021 was agreed based on the priorities defined by the Assurance Council with focus on the systematic approach to monitor operational activities, the improved management of sensitive information and a central database for training records.

In October, the European Commission Internal Audit Service (IAS) issued the final audit report on the assessment and adoption of scientific outputs in the food ingredients and packaging (FIP) domain in EFSA. The overall objective of the audit was to assess the adequacy of the design, the effectiveness and the efficiency of the processes established for the assessment and adoption of scientific outputs. The IAS concluded that although the process for assessing and adopting scientific outputs under the Food Ingredients and Packaging domain is overall adequately designed, and effective and efficient, there is one significant weakness in the effective and timely implementation of the re-evaluation of food additives and enzymes of the so-called accumulated batches of work of the re-evaluation of food additives and enzymes. EFSA submitted an action plan for all accepted audit recommendations in November 2020 and is currently awaiting formal acceptance. The IAS furthermore performed the fieldwork phase of an audit on procurement and grant award procedures and the audit report is expected for next year.

The European Court of Auditors published the annual report on EU agencies for the financial year 2019. For EFSA, the Court issued clean opinions on the reliability of the accounts and on the legality and regularity of the transactions. Furthermore, the European Court of Auditors performed the first part of the 2020 financial, legality & regularity audit in September 2020. The audit covering the 2020 annual accounts and the legality and regularity of transactions will be finalised after a second audit early 2021.

In terms of compliance monitoring, no new findings were registered between September and October, with the total for the year remaining 1 (table 23).

**Table 23.** Outcome indicators for SO5 – Compliance

KPI	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Outcome: Compliance</b>					
Number of 'critical', 'significant' or 'very important' findings	4 (2016)	Less than 5	Less than 5	1	●



Under the pillar of **quality and continuous improvement**, the 2020 Annual Quality Management Plan implementation is on track even if it has been partially de-scoped to focus on mandatory requirements and contributions to the ART Programme, such as the transition from the current process architecture to the ad-interim structure that will be used in 2021, and the ongoing definition of the Standard Operating Procedures that will enter into force in 2021.

In October, EFSA underwent the first ISO 9001:2015 Surveillance Audit after re-obtaining the certification last year, with ten units directly involved. The assessment was positive, with no nonconformities identified, and all the units showed that great effort was put in planning suitable actions to drive enhancements and improvements, and to react to planned changes in the context, such as the implementation of Transparency Regulation, as well as unforeseen circumstances like the effect of lockdown upon the organization and its way of working. Two general areas for improvement were identified, one focusing on the identification of the most optimal process performance indicators to measure process performances and trends; the other one on finding how to improve the tools available to effectively monitor large numbers of recommendations/improvement actions across the QMS. More specific areas for improvement will be discussed with the relevant Units and have follow up actions if relevant.

In November, the annual 2019/2020 Customer feedback exercise with SANTE was concluded with the finalization of a report which has been shared with EFSA's and SANTE's senior management. The exercise, which is carried out on an annual basis, aims to gather feedback on our main customer's satisfaction with the quality of our scientific outputs.

As per previous exercises, the overall feedback received was positive, with some areas for improvement identified by SANTE. Praise was given by both sides to the good collaboration and communication which contributes to the delivery of high-quality scientific opinions.

The current exchanges to align on the terms of references before a mandate is sent are very useful for both sides, and the need to use them effectively was seen to be vital. The readiness of both parts to discuss and negotiate deadlines, highlighting a mutual understanding of priorities and workload was also considered very beneficial. Specific areas for improvements were discussed with the relevant Units and follow up actions identified.

All the findings/recommendations from the various activities will be further analysed and included in the 2020 Annual Quality Management Review to be endorsed by MT in early 2021.

Another important achievement in this area was maintaining the Eco-Management and Audit Scheme (EMAS) registration, which was confirmed after the external audit that took place in June. All the findings from the previous audit were considered closed, and no non-conformities were highlighted, with the process considered effective and running in compliance with the standard. Significant progress were made in the context of the EMAS 2019/2021 objectives: 100% of the energy used by EFSA is produced by renewable sources; EFSA identified a reference model containing a list of green practices for the organisation of events; and an internal communication campaign was launched to increase staff knowledge on EMAS principles and objectives and to increase awareness on all projects and initiatives developed and carried out so far in EFSA (e.g. "zero use of plastic at work", massive reduction in paper use, waste recycling).

Environmental sustainability was also further supported by introducing green procurement criteria in call for tenders. Market analysis were conducted throughout the year to assess the green options to be included in selection and award criteria, in minimum requirements and certification requests. EFSA has also included the principle of environmental sustainability in its draft Strategy 2027,.

Another important milestone reached in the course of the year was the upgrading of EFSA's certification in the field of health and safety management standards from BS OHSAS 18001 to ISO





45001:2018. EFSA's successful certification to the new norm confirms its adequacy to move from the old standard to the new one.

Under the pillar of **results-based management**, on the 13<sup>th</sup> of May the European Parliament granted EFSA's Executive Director the discharge for the financial year 2018 and approved EFSA's accounts, hence closing the discharge procedure for that year.

With regards to the running year, the composite indexes that monitor the performance of EFSA's key performance indicators KPIs registered results below the targets set.

The index of the long-term indicators (the Intermediary Impact) showed a positive performance at 85%, slightly above the target set at the beginning of the year<sup>26</sup> (80%) and the P3 2019 performance (also 80%). The other two indexes are registering deviations compared to their targets and compared to P3 2019 (when the results were 100% for the outcome indicators and 83% for the output indicators). Given the nature of these indexes, which are calculated on the performance of all available indicators, the reason for deviations are diverse, with the impact of the SARS-CoV-2 pandemic playing an important role.

**Table 24:** Intermediate Impact indicators for SO5

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Intermediate Impact: Sound operational performance</b>						
Proportion of KPIs of the programming documents	Intermediary impact	71% (2017)	80%	80%	85%	●
	Outcome	100% (2017)	90%	90%	72%	●
	Activity/Output	73.5% (2017)	95%	95%	63%	●
Clean discharge achieved	Discharge is granted	Yes	Yes	Yes	Yes	●
<b>Intermediate Impact: Efficiency</b>						
Projects: improved index (delivery on budget, on time, in scope or better)		77% (2017)	89%	89%	71.4%	●

The index that monitors the overall execution of EFSA's projects is at 71.4%<sup>27</sup> (calculated on 64 active projects), a result below the target set and below the performances registered in the same period of the past two years (P3 2019: 86.6%, P3 2018: 83.3%). This result is due to increased delays, shortage of FTEs and increased risks.

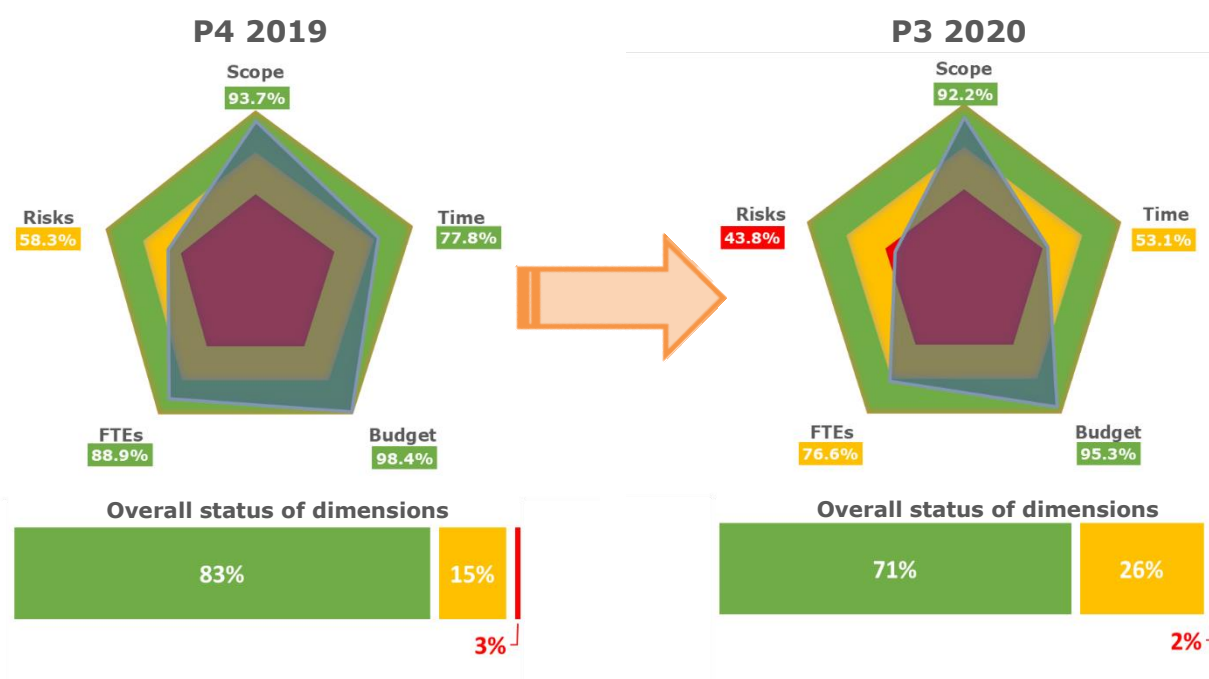
However, and as shown by figure 10, the deteriorations observed between P4 2019 and P3 2020 have been judged being of moderate entity (the % of performance dimensions that reported a moderate deviation rose from 15% to 26%).

<sup>26</sup> Original targets without accounting for the agreed postponements/reprioritisations

<sup>27</sup> For projects under the ART/EMP/IMP umbrellas, the statuses reported in P2 were taken into account



## Performance of development activities by dimension



**Figure 9.** Performance of EFSA development activities by dimension

In the area of **budget execution**, EFSA implemented a budget amendment during the month of August to align the global budget envelope to a more realistic budget execution for the current year. Particularly EFSA experienced in the first half of the year a drastic reduction of meetings, missions, events and other logistic costs as well as of infrastructure expenditure mainly due to the impact of SARS-CoV-2 on its operations. This supported an updated lower forecast execution for these cost categories for the entire year and, therefore, the decision to reduce the commitments and payment yearly budget by EUR 5.0 million via a budget amendment procedure. The same amounts have been proposed for reallocation in the frame of the EC global transfer procedure.

In P3 2020, a negative deviation of 3 p.p. (table 25) was registered in terms of budget commitment: with respect to the updated targets, the commitment execution reached 89% vs a target of 92%, with execution gap mainly in scientific grants & procurement. No execution risk is expected.

Deviations were registered also in the area of payment execution, that was below the targets set for the period both in for differentiated (85% execution vs. 96% planned) and non-differentiated payment credits (67% vs. 69% planned). The forecast for differentiated payments (scientific grants & procurement) is to still reach the 100% target at year-end, whilst non-differentiated payments should reach a value slightly below the yearly target of 90%.

**Table 25:** Activity and output indicators for SO5 – Budget execution

Activity – output indicators				
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status
Commitment execution	100%	92%	89%	●
Payment execution – non-differentiated credits	90%	69%	67%	●



Activity – output indicators				
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status
Payment execution – differentiated credits	100%	96%	85%	●

### 5.3 Enabling working environment

The service delivery index (table 26), which is the satisfaction rate expressed by end-users about the IT support provided and that can be particularly important to monitor during a telework-heavy period, was at 86.3%, almost 7 p.p. more than the result of P2 (79.4%) and higher than the target of 80%, also thanks to the measures taken to adapt to the new teleworking conditions after P1 2020.

The monitoring of the Transformation performance index was discontinued as the IT Strategy was closed in December 2019. The indicator registered a final score of 74% (against a target of 80%) and posting an increase compared to the baseline of 67%. Moreover, EFSA has successfully reduced its IT running costs in the 2012-2019 period, going from EUR 10.2 million to EUR 8.7 million, and significant improvements were registered in the metrics tracking simplification (+59%) and End User Satisfaction (+21%).

**Table 26:** Activity and output indicators for SO5

Activity – output indicators				
Indicator	Target 2020	Target P3 2020	Executed P3 2020	Status
Service delivery index	80%	80%	86.3%	●
Transformation performance index (development project execution index)	80%	80%	74%	●

Due to the mandatory teleworking measures and with all meetings and missions cancelled, the indexes that are measuring EFSA's use of digital platforms to work with its scientific experts continued to grow also in P3. EFSA's decision to invest on collaboration tools and the decision of the management in the previous years to increase the proportion of virtual meetings with experts played a role in easing the transition to the current working conditions, avoiding any severe disruption.

More in detail, the index that measures the number of meetings with scientific experts held as tele-meeting<sup>28</sup> grew to 90.2% (table 27), up from 86.3% registered in P2. It is worth noting that the result from the first two months of the year were already very positive (37.7%, against a target of 25%).

The index that measures the number of active social collaboration platforms created with experts kept increasing also in P3 2020, with 113 social collaboration platforms between with experts and networks were active, up from 104 reported in P2 (76 were instead reported in P1).

<sup>28</sup> Percentages are referring to "expert days" (# of hours spent by experts in tele-meetings/# of hours spent by experts overall) and not to "number of meetings", this to avoid, for example, that a long meeting with a lot of participants would have counted as much as a small meeting with a lower number of participants

**Table 27:** Outcome indicators for SO5 – Enabling working environment and Capabilities development

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Outcome: Enabling work environment</b>						
Innovative collaboration methods supported by world class IT tools	% of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings)	20% (2017)	25%	25%	90.2%	●
	Social collaboration platforms (number of active working groups of experts and active networks) <sup>29</sup>	15 (2019)	39	35	113	●

In P3, the planned remodelling of the EFSA premises (mainly ground floor landing spaces and meeting and collaborative rooms) was completed in line with the updated plan, successfully recovering from small delays experienced in P1.

## 5.4 People and culture

In order to protect its works and its operations from the threat posed by the SARS-CoV-2, EFSA has adopted “smart working” measures since the beginning of March. As of the 1<sup>st</sup> of September, EFSA entered in the step 2, called “Gradual Normalisation”, of its three-step approach for a safe and gradual return to the office. Teleworking remain the primary working regime. This phase is expected to remain in force until the likelihood of contracting the SARS-CoV-2 virus significantly decreases.

EFSA is also assessing how the lessons learnt during this period of virtual work can be translated and adapted into a post SARS-CoV-2 scenario where the default is switched from physical to virtual. In particular, on the 19<sup>th</sup> of October the Management Team considered the recommendations from the *Post Coronavirus Scenario – Future of Work* report commissioned to Deloitte and internal reflections<sup>30</sup>. Further work will inform a possible change in the working model for EFSA’s operations in delivering Risk Assessment and Risk Communication, also considering EFSA’s commitment to the EU Green Agenda, the Transparency Regulation and the ambitions of EFSA Strategy 2027.



**Figure 10.** Transition steps from tele- to office- working

<sup>29</sup> The indicator is defined in P3 2019 in accordance with the new social collaboration platform implemented in EFSA. The description is finetuned to reflect the reality (previously: “Social collaboration platforms (staff, experts, networks)”

<sup>30</sup> Held on the 14<sup>th</sup> of September, the *BuS workshop: Post Coronavirus Scenario* was a first effort to digest the streams of reflection stemming from the Post-coronavirus report in the area of business services to feed in the Strategy 2027 definition exercise and in particular the future SO3: “Empower people and inspire a culture to realize EFSA’s strategy”



EFSA concluded its 2019 Staff Engagement Survey action plan (focus on strengthening engagement and sense of purpose) which sets out impactful, practical and clear measures addressing the issues highlighted in the 2019 survey. Due to the SARS-CoV-2 exceptional situation, quick-wins were prioritised for 2020, and remaining actions will be kicked off next year.

Regarding the 2020 learning plan, EFSA has rapidly switched from physical classroom to e-classroom to deliver its service catalogue (47 courses), covering more than 60% of the development objectives mapped for the EFSA staff, whilst the remaining 40% is being offered through individual external training. So far, in 2020 EFSA has delivered more than 100 e-classrooms pertaining to its service catalogue for 1600 participants while individual training was delivered for more than 150 participants. Due to the implications of the SARS-CoV-2 outbreak, a lower-than-planned completion rate of the learning plan could still be registered at year end.

In terms of evolution, in September 2020 the *Personal Leadership Development Programme*, which is targeting staff members with leadership potential, kicked off, whilst the *Leadership Development Program* is being revamped to face the challenge of 2021 and beyond. In addition, new e-learning modules were introduced (Ethic & Integrity, IT security and IP rights). Finally, to support EFSA through 2020, dedicated coaching and psychological support was offered to manager and staff during the year.

In the management of its Human Resources, EFSA registered an overall<sup>31</sup> average occupancy rate of 91.7% as of October 2020, slightly below the target of 92.5% (see table 28). The projection for December 2020 is to be at 92.2%.

Looking deeper to the sub-indicator on EFSA's baseline occupancy rate, the index is at 96.2%, a figure in line with the result of the previous period (96.4%) but slightly below the yearly target of more than 97%. A reason for this small deviation is the postponement of starting dates requested by some newly hired staff because of SARS-CoV-2 implications.

With regards to the sub-indicator on the new Transparency Regulation hires, instead, EFSA is above the P3 intermediate target (43.3% vs. a target of 38%). As of the 31<sup>st</sup> October 2020, 35 colleagues were employed by EFSA on 178 TR posts, against of an updated plan of 38 posts foreseen for 2020.

**Table 28.** Outcome indicators for SO5

KPI	Indicator	Baseline	Target 2020	Target P3 2020	Executed P3 2020	Status
<b>Outcome: People and culture</b>						
Occupancy rate	Occupancy rate (%)	N/A	92.5%	92.5%	91.7%	●
	of which: EFSA baseline	95.0% (2016)	>97%	>97%	96.2%	●
	of which: TR related (178 review) recruitments only	N/A	45% <sup>32</sup>	38%	43.3%	●

<sup>31</sup> EFSA baseline + 178 hires

<sup>32</sup> TR additional capacity: for each budget year the plan is to reach the occupancy rate of around 50% in relation to the additional capacity of that year, on these posts the target is then to get close to the 100% rate in the next years.



The Expertise Management Programme can be considered overall on track, with the projects under this umbrella registering positive performances during the first ten months of the year. Some projects are registering minor slowdowns, such as the already reported delay of 3 months in the Talent Management project for the delivery of the new Declaration of Interest tool, and the postponement of the formal consultation with the European Commission on the reprioritization of the Competing Interest Rules for staff to P1 2021, which is affecting the Independence Policy project. Compared to P2, the Strategic Competencies Analysis project is being piloted in EFSA but some modules (the self-assessment and the line manager assessment), initially foreseen to be delivered in October 2020, have been postponed to 2022.



## Section II. Management of resources

### 1. Budget and financial management

#### Financial resources

The initial approved budget of EFSA for year 2020 was €108.0 million in commitment and € 103.8 million in payment appropriations. A bank interest of € 31,357.80 accumulated at the EFSA bank account was integrated into EFSA's budget via written amendment procedure in March 2020 (table 29). A second budget amendment was approved by the Management Board in August to return to the EU Budget € 5.0 million of commitment and payment appropriations in excess. The surplus of fund was caused by the impacts of the SARS-CoV-2 outbreak and subsequent postponements and de-prioritisation of activities.

**Table 29.** Budget execution 2020

#### Commitment execution October 2020

Title	Initial budget	Current budget	Δ	Amount Committed	Execution rate	Monthly plan	Deviation vs. monthly plan	Execution rate vs. 2019
Personnel	48,506,000	47,758,250	-747,750	43,692,421	91%	43,352,946	1%	0%
Infrastructure	13,432,037	12,745,244	-686,793	11,122,616	87%	11,898,529	-7%	-2%
Operations	46,083,219	42,519,762	-3,563,457	36,487,228	86%	39,128,456	-7%	0%
<b>Total:</b>	<b>108,021,256</b>	<b>103,023,256</b>	<b>-4,998,000</b>	<b>91,302,265</b>	<b>89%</b>	<b>94,379,931</b>	<b>-3%</b>	<b>-1%</b>

#### Payment execution October 2020

Title	Initial budget	Current budget	Δ	Amount Paid	Execution rate	Monthly plan	Deviation vs. monthly plan	Execution rate vs. 2019
Personnel	48,506,000	47,758,250	-747,750	38,807,281	81%	38,639,004	0%	0%
Infrastructure	13,432,037	12,745,244	-686,793	6,562,724	51%	7,320,460	-10%	-6%
Operations	41,939,724	38,376,267	-3,563,457	22,628,029	59%	24,358,283	-7%	-2%
<b>Total:</b>	<b>103,877,761</b>	<b>98,879,761</b>	<b>-4,998,000</b>	<b>67,998,034</b>	<b>65%</b>	<b>70,317,747</b>	<b>-3%</b>	<b>-6%</b>

As of 31st of October, a commitment execution of € 91.3 million is 3% (€ 7.3 million) below the amount planned. Negative deviations are reported in Titles II and III, both being 7% behind the plan. No execution risks are expected with respect to the end-of-year commitment target. Payment execution was € 2.3 million (3%) below the plan. Close attention is to be put mainly to non-differentiated credits, where payment forecast is slightly below the corporate target of 90%.





**Title I:** the commitment execution was in line with the monthly plan. A minor positive deviation can be observed in basic salaries and staff entitlements on entering and leaving the service (the shortfall in the latter one has been covered via ED transfer signed at the beginning of November). Out of € 43.7 million, € 38.0 million were committed for staff and SNE salaries and allowances, € 2.7 million for interim services € 1.7 million for European School and creches and remaining € 1.3 million for medical and external services, PMO support, trainings and miscellaneous expenditure on recruitment. The payment execution was in line with the plan with a slight over-execution in basic salaries and entitlements on entering and leaving the service.

**Title II:** The commitment execution was 7% (€ 0.80 million) below the monthly plan. Negative deviations were reported mainly in IT infrastructure (minor delays to be recovered by November) and refurbishment of premises linked (updated project plans). Minor deviations, mainly linked to excess budget released during RFC 3, are also reported in studies related to building projects, energy supplies, security surveillance, legal services, technical equipment and furniture. Out of € 11.1 million, € 4.7 million were committed for building cost including the loan, € 5.8 million for IT and infrastructure and remaining € 0.6 million for furniture, postal and telecom charges, legal and management board expenditures. Payment execution was 10% below the plan. Delays are observed in IT infrastructure and building expenditures, partially due to budget surpluses release in November and delays to be recovered by the end of November.

**Title III:** the commitment execution was € 2.6 million (7%) below the plan with negative deviations reported mainly in in scientific grants & procurement. Delays are reported also in operational IT systems, operational development and control and budget surplus in events. In contrary, the commitment execution in scientific meetings exceeded the plan

For what concerns grants & procurements, the gap is caused mainly by the postponement of commitments planned for October to the end of the year. No execution risks are expected thanks to the very consistent G&P plan safeguard currently available. The under execution in operational IT systems and operational development and control significantly decreased previous discrepancy between plan and actuals and the outstanding under-executions is due updated plan and some delays to be recovered by November. No execution risk is expected. Out of € 36.5 million, € 13.4 million were committed in operational IT systems, € 10.4 million for scientific meetings, € 7.4 million in scientific grants & procurement and € 2.7 million for communications. Payment execution was € 1.7 million (7%) below the plan. Major negative deviations are still reported in scientific grants & procurement mainly due to contract amendments, pending invoices, delays in (assessment of) deliverables and delays in contract signatures (pre-financing payments). Nevertheless, the current forecast is to pay 100% of available appropriations.

Further delays were reported is risk communications (invoicing issues) and operational IT systems, mainly linked to projects.

## Budget transfers

A budget transfer decision linked to the October RFC 3 (Request for Change) procedure was signed by the ED at the beginning of November. In Title 1, shortfalls in lines covering entitlements on entering and leaving the service, medical services and miscellaneous expenditure on recruitment were covered by releases within the Title and € 0.03 million were transferred to Title 2.



In Title 2, additional funds were transferred to IT infrastructure and outsourced services to cover the needs for RAP, ESP, Talent management and ART. These shortfalls were covered by releases within the Title, either from budget of the project planned in other budget lines (e.g. ESP) or other releases in the Title (savings in building expenditures, telephony and excess budget in IT run and security, legal cost and Management Board).

In Title 3, additional funds were transferred into RASA and REPRO meetings to cover the shortfall of ALPHA, FIP and NUTRI units. Minor amounts were transferred to operational development and control, library and IT systems to cover the shortfalls resulting from updated forecast. The requests for additional funds were covered by releases within the title, mainly communications (some activities were postponed to 2021 to cover the shortfall in meetings) and events (updated ART demand and virtualisation/postponement of events). Excess funds were also released from missions, shuttles and prepaid travel (small reserves were kept for exceptional missions or on-site meetings).

### Human resources management and talent selection

On 31<sup>st</sup> October 2020, 479 of the available 509 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents and contract agents), 466 posts out of the 493 available were occupied on 31<sup>st</sup> October (94.5%). In terms of statutory staff average occupancy rate, 452 out of the available 493 posts (91.7%) were occupied throughout the Periods 1,2 and 3 in 2020, from January to October (vs the 2020 yearly target of 92.5%).

**Table 30:** Human resource overview (31/10/2020)

HUMAN RESOURCES	2019	2019	2020	2020
	BUDGET REQUEST	(31/12/2019)	BUDGET REQUEST	PERIOD P3
Temporary Agents and Officials Executives, Managers & Officers (AD)	220	215	255	248
Temporary Agents and Officials Assistant functions (AST)	100	98	99	97
<b>Total TAs+Off</b>	<b>320</b>	<b>313</b>	<b>354</b>	<b>345</b>
Contract Agents officer functions (CA FGIV)	106	105	114	92
Contract Agents assistant functions (CA FG I, II, III)	25	26	25	29
<b>Total CAs</b>	<b>131</b>	<b>131</b>	<b>139</b>	<b>121</b>
Seconded National Experts	<b>16</b>	<b>15</b>	<b>16</b>	<b>13</b>
<b>TOTAL STAFF ALL CATEGORIES</b>	<b>467</b>	<b>459</b>	<b>509</b>	<b>479</b>





## 2. FTEs and budget indicators per strategic objective

**Table 31:** Input indicators for SO1 (FTEs<sup>33</sup> and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO1	Resources invested per year	Target 2020	Executed P3 2020
	FTEs	216	
	Budget (M, €)	40.46	38.91
<b>Scientific – general risk assessment</b>			
Input sub-indicator	FTE	57	
	Budget (M, €)	13.16	14.62
<b>Scientific – regulated products evaluation</b>			
Input sub-indicator	FTE	139	
	Budget (M, €)	22.38	20.99
<b>Communication &amp; engagement</b>			
Input sub-indicator	FTE	20	
	Budget (M, €)	4.92	4.23

**Table 32:** Input indicators for SO2 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Target 2020	Executed P3 2020
	FTE	24	
	Budget (K, €)	12.33	4.16 <sup>34</sup>

**Table 33:** Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Target 2020	Executed P3 2020
	FTE	31	
	Budget (K, €)	11.02	5.74 <sup>35</sup>

<sup>33</sup> On January 15th in connection with the EFSA adoption of the EC tool for time tracking (Sysper), MT decided to abandon the previous time tracking system (Sciforma) so it is not possible anymore to measure the actual FTEs.

<sup>34</sup> The relevant difference between actual and initial plan is essentially attributable to the re-shaping of the projects aiming at implementing the Iuclid and NoS software solutions (linked to TR measures). The development of these solutions was initially classified under SO2. At the beginning of the year all software implementation projects have been re-defined (including a different budget allocation) and also the classification of the implementing projects has been changed to SO1.

<sup>35</sup> The high difference is mainly related to a lower than planned expenditure for EU Fora, to a reduced expenditure for Scientific networks meetings and for training due to COVID-19 crisis. In addition, the annual grant for Focal points and for Thematic Grants is expected to be committed early in January 2021 instead of December 2020 as initially forecasted.



**Table 34:** Input indicators for SO4 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Target 2020	Executed P3 2020
	FTE	43	
	Budget (K, €)	9.20	8.66

**Table 35:** Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATOR			
Total SO5	Resources invested per year	Target 2020	Executed P3 2020
	FTE	190	
	Budget (K, €)	34.99	32.34 Of which 16.42 operational and 15.92 support



# ANNEXES



# Annex I. Resource allocation per strategic objective

## 1. Financial resources per strategic objective

**Table 36:** Budget allocations per strategic objective (% of the total EFSA budget)

EFSA'S STRATEGIC OBJECTIVE	EXECUTED 2019	BUDGET 2020		EXECUTED P2 2020	
	M€	M€	%	M€	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	29.92	40.46	37%	21.31	47%
SO2 Widen EFSA's evidence base and optimise access to its data	4.93	12.33	11%	1.41	3%
SO3 Build the EU's risk assessment capacity and knowledge community	7.84	11.02	10%	3.36	7%
SO4 Prepare for future risk assessment challenges	6.22	9.20	9%	3.45	8%
SO5 Create an environment and culture that reflects EFSA's values	31.01	34.99	32%	16.01	35%
Of which operations	13.76	15.54	14%	8.11	18%
Of which support	17.25	19.45	18%	7.89	17%
<b>Total EFSA</b>	<b>79.98</b>	<b>107.99</b>	<b>100%</b>	<b>45.55</b>	<b>100%</b>



## Annex II. Financial resources

**Table 37:** Expenditures

Expenditure/title	2020		2020	
	Current commitment appropriations	Payment appropriations	Executed Commitment	Executed Payment
Title I – Staff expenditure	47.8	47.8	43.7	38.8
Title II – Infrastructure and operating expenditure	12.7	12.7	11.1	6.6
Title III – Operational expenditure	42.5	38.4	36.5	22.6
<b>TOTAL EXPENDITURE</b>	<b>103.0</b>	<b>98.9</b>	<b>91.3</b>	<b>68.0</b>

Expenditure	Commitment appropriations	Commitment execution P3	%	Payment appropriations	Payment execution P3	%
<b>Title 1 – Staff expenditure</b>	<b>47,758,250</b>	<b>43,692,421</b>	<b>91%</b>	<b>47,758,250</b>	<b>38,807,281</b>	<b>81%</b>
Salaries & allowances	41,723,541	37,847,093	91%	41,723,541	34,304,082	82%
- Of which establishment plan posts	33,027,000	29,997,203	91%	33,027,000	27,132,810	82%
- Of which external personnel	8,696,541	7,849,890	90%	8,696,541	7,171,272	82%
Expenditure relating to Staff recruitment	330,500	329,112	100%	330,500	295,151	89%



Expenditure	Commitment appropriations	Commitment execution P3	%	Payment appropriations	Payment execution P3	%
Mission expenses	37,781	27,281	72%	37,781	24,781	66%
Socio-medical infrastructure	230,000	229,328	100%	230,000	112,944	49%
Training	300,000	286,555	96%	300,000	153,090	51%
External Services	3,320,428	3,224,286	97%	3,320,428	2,173,650	65%
Receptions, events and representation	0	0	#DIV/0!	0	0	#DIV/0!
Social welfare	1,816,000	1,748,766	96%	1,816,000	1,743,584	96%
Other staff related expenditure	0	0	#DIV/0!	0	0	#DIV/0!
<b>Title 2 – Infrastructure and operating expenditure</b>	<b>12,745,244</b>	<b>11,122,616</b>	<b>87%</b>	<b>12,745,244</b>	<b>6,562,724</b>	<b>51%</b>
Rental of buildings and associated costs	5,560,172	4,702,432	85%	5,560,172	3,077,972	55%
Information, communication technology and data processing	6,283,703	5,763,634	92%	6,283,703	3,157,397	50%
Movable property and associated costs	349,723	312,123	89%	349,723	160,287	46%
Current administrative expenditure	244,010	112,715	46%	244,010	29,280	12%
Postage / Telecommunications	216,636	185,091	85%	216,636	122,055	56%
Meeting expenses	80,000	39,120	49%	80,000	8,232	10%
Running costs in connection with operational activities	0	0	#DIV/0!	0	0	#DIV/0!
Information and publishing	11,000	7,500	68%	11,000	7,500	68%
Studies	0	0	#DIV/0!	0	0	#DIV/0!
Other infrastructure and operating expenditure	0	0	#DIV/0!	0	0	#DIV/0!
<b>Title 3 – Operational expenditure</b>	<b>42,519,762</b>	<b>36,487,228</b>	<b>86%</b>	<b>38,376,267</b>	<b>22,628,029</b>	<b>59%</b>



Expenditure	Commitment appropriations	Commitment execution P3	%	Payment appropriations	Payment execution P3	%
Regulated Products	5,149,082	5,008,144	97%	5,149,082	4,197,102	82%
Risk Assessment	4,871,117	4,843,747	99%	4,871,117	4,114,069	84%
Scientific Cooperation & Strategy	11,812,815	7,399,469	63%	7,608,920	6,451,801	85%
Communication	2,953,275	2,654,791	90%	2,953,275	830,070	28%
Operational support	17,733,473	16,581,078	94%	17,793,873	7,034,987	40%
<b>TOTAL</b>	<b>103,023,256</b>	<b>91,302,265</b>	<b>89%</b>	<b>98,879,761</b>	<b>67,998,034</b>	<b>69%</b>

**Table 38:** Budget Transfers November 2020

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
<b>1</b>	<b>STAFF</b>				
11	STAFF EXPENDITURE				
<b>110</b>	<b>Salaries and allowances</b>				
1100	Salaries and allowances of staff provided for in establishment plan	33,157,000.00	33,157,000.00	-130,000.00	33,027,000.00
1104	Entitlements on Entering and Leaving the Service	320,000.00	320,000.00	-65,000.00	255,000.00
tot. of 110		33,477,000.00	33,477,000.00	-195,000.00	33,282,000.00
<b>111</b>	<b>Other staff</b>				
1113	Stagiaires	1,064,000.00	1,014,924.33	-34,924.33	980,000.00
1115	Contract staff	7,047,000.00	7,047,000.00	-124,459.00	6,922,541.00
1116	Visiting experts, National Experts on Detachment	810,000.00	770,000.00	-15,000.00	755,000.00



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00
tot. of 111		8,921,000.00	8,831,924.33	-174,383.33	8,657,541.00
<b>112</b>	<b>Interim staff</b>				
1120	Interim services	2,000,000.00	2,000,000.00	750,000.00	2,750,000.00
tot. of 112		2,000,000.00	2,000,000.00	750,000.00	2,750,000.00
<b>113</b>	<b>Establishment or maintenance of pension rights for temporary staff</b>				
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00
tot. of 113		0.00	0.00	0.00	0.00
tot. of 11		44,398,000.00	44,308,924.33	380,616.67	44,689,541.00
12	EXPENDITURE RELATING TO STAFF RECRUITMENT				
<b>120</b>	<b>Expenditure relating to Staff recruitment</b>				
1200	Miscellaneous expenditure on recruitment	172,000.00	150,500.00	6,500.00	157,000.00
tot. of 120		172,000.00	150,500.00	6,500.00	157,000.00
tot. of 12		172,000.00	150,500.00	6,500.00	157,000.00
13	MISSIONS AND DUTY TRAVEL				
<b>130</b>	<b>Missions and travel expenses</b>				
1300	Missions and travel expenses	250,000.00	29,183.49	-8,000.00	21,183.49
1301	Shuttles for missions and duty	60,000.00	8,597.44	-500.00	8,097.44
tot. of 130		310,000.00	37,780.93	-8,500.00	29,280.93
tot. of 13		310,000.00	37,780.93	-8,500.00	29,280.93
14	SOCIOMEDICAL INFRASTRUCTURE				
<b>141</b>	<b>Medical service</b>				
1410	Medical service	240,000.00	240,000.00	0.00	240,000.00
tot. of 141		240,000.00	240,000.00	0.00	240,000.00





Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
	tot. of 14	240,000.00	240,000.00	0.00	240,000.00
15	TRAINING				
150	Training, language courses and retraining for staff				
1500	Further training, language courses and retraining for staff	500,000.00	300,000.00	0.00	300,000.00
	tot. of 150	500,000.00	300,000.00	0.00	300,000.00
	tot. of 15	500,000.00	300,000.00	0.00	300,000.00
16	SOCIAL WELFARE				
160	Special assistance grants, other interventions and complementary aid for disabled				
1600	Special assistance grants, other interventions and complementary aid for disabled	10,000.00	10,000.00	-5,000.00	5,000.00
	tot. of 160	10,000.00	10,000.00	-5,000.00	5,000.00
161	Social contacts between staff				
1610	Social contacts between staff	35,000.00	6,000.00	-3,270.00	2,730.00
	tot. of 161	35,000.00	6,000.00	-3,270.00	2,730.00
163	Early childhood centres and other creches				
1630	Early childhood centres, creches and EU school contribution	1,410,000.00	1,410,000.00	360,868.17	1,770,868.17
	tot. of 163	1,410,000.00	1,410,000.00	360,868.17	1,770,868.17
	tot. of 16	1,455,000.00	1,426,000.00	352,598.17	1,778,598.17
18	EXTERNAL SERVICES				
180	External services				
1800	Translation and interpretation	100,000.00	100,000.00	-56,616.67	43,383.33
1801	Payment for administrative assistance from the Community institutions	272,000.00	272,000.00	-20,000.00	252,000.00
1802	Consultancy and HR services	605,000.00	586,500.00	-570,000.00	16,500.00
1803	Other services	454,000.00	336,544.48	-116,142.65	220,401.83
	tot. of 180	1,431,000.00	1,295,044.48	-762,759.32	532,285.16



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
	tot. of 18	1,431,000.00	1,295,044.48	-762,759.32	532,285.16
	tot. of 1	48,506,000.00	47,758,249.74	-31,544.48	47,726,705.26

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY</b>				
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS				
<b>200</b>	<b>Building</b>				
2000	Rent	90,000.00	90,000.00	-57,100.54	32,899.46
2001	Acquisition	1,675,000.00	1,706,357.80	0.00	1,706,357.80
2002	Studies and technical assistance in connection with building projects	690,000.00	690,000.00	-81,302.00	608,698.00
2003	Refurbishment of premises/fitting out	1,278,053.00	1,154,952.16	-536,057.10	618,895.06
	tot. of 200	3,733,053.00	3,641,309.96	-674,459.64	2,966,850.32
<b>202</b>	<b>Expenditure on buildings</b>				
2020	Water, gas, electricity and heating	530,000.00	390,000.00	-34,000.00	356,000.00
2021	Cleaning and maintenance	673,000.00	653,000.00	-6,000.00	647,000.00
2023	Security and surveillance of buildings	731,000.00	713,000.00	-15,000.00	698,000.00
2024	Insurance	35,000.00	35,000.00	-8,789.36	26,210.64
2025	Other expenditure on buildings	850,000.00	694,738.20	-194,738.20	500,000.00
	tot. of 202	2,819,000.00	2,485,738.20	-258,527.56	2,227,210.64
	tot. of 20	6,552,053.00	6,127,048.16	-932,987.20	5,194,060.96
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING				
<b>210</b>	<b>Purchase and maintenance of IT for administration and non operational</b>				



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
2100	Purchase and maintenance of IT equipment and standard software	3,295,797.00	3,295,797.00	1,059,141.32	4,354,938.32
2103	External services for the operation, implementation and maintenance of software and user support	2,412,000.00	2,278,749.74	189,527.19	2,468,276.93
	tot. of 210	5,707,797.00	5,574,546.74	1,248,668.51	6,823,215.25
	tot. of 21	5,707,797.00	5,574,546.74	1,248,668.51	6,823,215.25
22	MOVABLE PROPERTY AND ASSOCIATED COSTS				
220	Technical equipment and installations				
2200	Technical equipment and installations	125,000.00	67,820.35	-11,894.46	55,925.89
	tot. of 220	125,000.00	67,820.35	-11,894.46	55,925.89
221	Furniture				
2210	Furniture	409,669.00	409,669.00	-137,593.74	272,075.26
	tot. of 221	409,669.00	409,669.00	-137,593.74	272,075.26
	tot. of 22	534,669.00	477,489.35	-149,488.20	328,001.15
23	CURRENT ADMINISTRATIVE EXPENDITURE				
230	Stationery and office supplies				
2300	Stationery and office supplies	56,500.00	16,500.00	0.00	16,500.00
	tot. of 230	56,500.00	16,500.00	0.00	16,500.00
232	Financial charges				
2320	Bank and other financial charges	1,000.00	1,000.00	-500.00	500.00
	tot. of 232	1,000.00	1,000.00	-500.00	500.00
233	Legal expenses and damages				
2330	Legal expenses and damages	220,000.00	220,000.00	-57,140.00	162,860.00
	tot. of 233	220,000.00	220,000.00	-57,140.00	162,860.00
235	Other operating expenditure				
2350	Miscellaneous insurance	9,000.00	9,000.00	-5,150.00	3,850.00
	tot. of 235	9,000.00	9,000.00	-5,150.00	3,850.00
239	Publications				
2390	Publications	11,000.00	11,000.00	0.00	11,000.00



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
	tot. of 239	11,000.00	11,000.00	0.00	11,000.00
	tot. of 23	297,500.00	257,500.00	-62,790.00	194,710.00
24	POSTAL CHARGES AND TELECOMMUNICATIONS				
240	Postal charges and telecommunications				
2400	Postal charges and telecommunications	228,660.00	228,660.00	-43,858.63	184,801.37
	tot. of 240	228,660.00	228,660.00	-43,858.63	184,801.37
	tot. of 24	228,660.00	228,660.00	-43,858.63	184,801.37
25	GOVERNANCE EXPENDITURE				
250	Governance expenditure				
2500	Management Board meetings	80,000.00	80,000.00	-28,000.00	52,000.00
	tot. of 250	80,000.00	80,000.00	-28,000.00	52,000.00
	tot. of 25	80,000.00	80,000.00	-28,000.00	52,000.00
	tot. of 2	13,400,679.00	12,745,244.25	31,544.48	12,776,788.73

Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3	OPERATING EXPENDITURE LINKED TO THE AUTHORITY								
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS								
302	REPRO Experts meetings								
3020	REPRO Experts Meetings	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55
	tot. of 302	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55
	tot. of 30	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55	5,749,444.00	5,349,082.00	-22,128.45	5,326,953.55
31	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE								



Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
<b>312</b>	<b>RASA Experts meetings</b>								
3120	RASA Experts Meetings	4,898,090.00	4,898,090.00	169,142.15	5,067,232.15	4,898,090.00	4,898,090.00	169,142.15	5,067,232.15
	<b>tot. of 312</b>	<b>4,898,090.00</b>	<b>4,898,090.00</b>	<b>169,142.15</b>	<b>5,067,232.15</b>	<b>4,898,090.00</b>	<b>4,898,090.00</b>	<b>169,142.15</b>	<b>5,067,232.15</b>
<b>313</b>	<b>Crisis support</b>								
3130	Crisis support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>tot. of 313</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>tot. of 31</b>	<b>4,898,090.00</b>	<b>4,898,090.00</b>	<b>169,142.15</b>	<b>5,067,232.15</b>	<b>4,898,090.00</b>	<b>4,898,090.00</b>	<b>169,142.15</b>	<b>5,067,232.15</b>
32	EFSA SCIENTIFIC COOPERATION								
<b>321</b>	<b>EFSA Grants &amp; Procurement</b>								
3210	EFSA Grants & Procurement	11,489,899.00	11,489,899.00	300,000.00	11,789,899.00	7,286,004.00	7,286,004.00	300,000.00	7,586,004.00
	<b>tot. of 321</b>	<b>11,489,899.00</b>	<b>11,489,899.00</b>	<b>300,000.00</b>	<b>11,789,899.00</b>	<b>7,286,004.00</b>	<b>7,286,004.00</b>	<b>300,000.00</b>	<b>7,586,004.00</b>
<b>322</b>	<b>Scientific Cooperation meetings</b>								
3220	Scientific Cooperation meetings	225,586.00	22,916.21	-8,543.95	14,372.26	225,586.00	22,916.21	-8,543.95	14,372.26
	<b>tot. of 343</b>	<b>225,586.00</b>	<b>22,916.21</b>	<b>-8,543.95</b>	<b>14,372.26</b>	<b>225,586.00</b>	<b>22,916.21</b>	<b>-8,543.95</b>	<b>14,372.26</b>
<b>323</b>	<b>Pre-accession and ENP Programmes</b>								
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENPI (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>tot. of 323</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>tot. of 32</b>	<b>11,715,485.00</b>	<b>11,512,815.21</b>	<b>291,456.05</b>	<b>11,804,271.26</b>	<b>7,511,590.00</b>	<b>7,308,920.21</b>	<b>291,456.05</b>	<b>7,600,376.26</b>
34	COMMUNICATIONS								
<b>341</b>	<b>Risk Communication</b>								
3410	Risk Communication, Web management, communication activities and materials	2,489,000.00	2,405,250.00	152,006.40	2,557,256.40	2,489,000.00	2,405,250.00	152,006.40	2,557,256.40
	<b>tot. of 341</b>	<b>2,489,000.00</b>	<b>2,405,250.00</b>	<b>152,006.40</b>	<b>2,557,256.40</b>	<b>2,489,000.00</b>	<b>2,405,250.00</b>	<b>152,006.40</b>	<b>2,557,256.40</b>
<b>342</b>	<b>External Relations</b>								



Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3420	External Relations	1,005,000.00	991,204.17	-772,294.96	218,909.21	1,005,000.00	991,204.17	-772,294.96	218,909.21
	tot. of 342	1,005,000.00	991,204.17	-772,294.96	218,909.21	1,005,000.00	991,204.17	-772,294.96	218,909.21
	tot. of 34	3,494,000.00	3,396,454.17	-620,288.56	2,776,165.61	3,494,000.00	3,396,454.17	-620,288.56	2,776,165.61
35	HORIZONTAL OPERATIONS								
350	Operational IT Systems								
3500	Operational IT Systems	11,996,200.00	11,913,474.16	1,911,329.97	13,824,804.13	11,996,200.00	11,913,474.16	1,911,329.97	13,824,804.13
3501	Multiannual operational IT projects	0.00	0.00	0.00	0.00	60,400.00	60,400.00	0.00	60,400.00
	tot. of 350	11,996,200.00	11,913,474.16	1,911,329.97	13,824,804.13	12,056,600.00	11,973,874.16	1,911,329.97	13,885,204.13
351	Operational support								
3511	Translation, Interpretation, Linguistic Proofreading and Editing	190,000.00	190,000.00	-20,000.00	170,000.00	190,000.00	190,000.00	-20,000.00	170,000.00
3512	Library	620,000.00	620,000.00	15,000.00	635,000.00	620,000.00	620,000.00	15,000.00	635,000.00
3513	Mission of staff related to operational duties	900,000.00	110,123.14	-34,634.62	75,488.52	900,000.00	110,123.14	-34,634.62	75,488.52
3514	Shuttles and prepaid travels for experts and shuttle for staff related to operational duties	2,050,000.00	446,701.23	-195,000.00	251,701.23	2,050,000.00	446,701.23	-195,000.00	251,701.23
3515	Catering	50,000.00	6,328.65	-1,691.69	4,636.96	50,000.00	6,328.65	-1,691.69	4,636.96
	tot. of 351	3,810,000.00	1,373,153.02	-236,326.31	1,136,826.71	3,810,000.00	1,373,153.02	-236,326.31	1,136,826.71
352	Conferences & Outreach								
3520	Conferences, outreach and representation cost	1,095,000.00	751,693.25	-147,035.51	604,657.74	1,095,000.00	751,693.25	-147,035.51	604,657.74
	tot. of 352	1,095,000.00	751,693.25	-147,035.51	604,657.74	1,095,000.00	751,693.25	-147,035.51	604,657.74
353	Operational development, control and quality								
3530	Operational Development, Control and Quality	3,325,000.00	3,325,000.00	-1,346,149.34	1,978,850.66	3,325,000.00	3,325,000.00	-1,346,149.34	1,978,850.66
	tot. of 353	3,325,000.00	3,325,000.00	-1,346,149.34	1,978,850.66	3,325,000.00	3,325,000.00	-1,346,149.34	1,978,850.66
	tot. of 35	20,226,200.00	17,363,320.43	181,818.81	17,545,139.24	20,286,600.00	17,423,720.43	181,818.81	17,605,539.24
	tot. of 3	46,083,219.00	42,519,761.81	0.00	42,519,761.81	41,939,724.00	38,376,266.81	0.00	38,376,266.81



## Annex III. Questions closed in P3 2020

**Table 39:** Questions closed in P3 2020

Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 – Prioritise public and stakeholder engagement in the process of scientific assessment													
SO1 – EFSA scientific outputs – general risk assessment				4		2	4	31		15	1		57
Of which:													
– conclusion on pesticides peer review							4						4
– opinion of the scientific committee / scientific panel				2				27		12			41
– guidance of the scientific committee / scientific panel													
– statement of the scientific commiittee / scientific panel										1			1
– reasoned opinion						1							1
– scientific report of EFSA								4		2	1		7
– guidance of EFSA													
– statement of EFSA				2		1		-		-			3
SO1 – Technical reports – general risk assessment			1	3			1	72		9	8	1	95
SO1 – Other publications (external scientific reports/event reports) – general risk assessment				1				3		7			11
– Other publications - external scientific report								3		7			10
– Other publications - event report				1						-			1



Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
<b>SO1 – Sub total – general risk assessment</b>			<b>1</b>	<b>8</b>		<b>2</b>	<b>5</b>	<b>106</b>		<b>31</b>	<b>9</b>	<b>1</b>	<b>163</b>
<b>SO1 – EFSA scientific outputs</b> – evaluation of regulated products		98	101	6	18	56	40			2			321
Of which:													
– conclusion on pesticides peer review						3	39						42
– opinion of the scientific committee / scientific panel		98	101	6	18					2			225
– guidance of the scientific committee / scientific panel													
– statement of the scientific committee / scientific panel							1						1
– reasoned opinion						53							53
– scientific report of EFSA													
– guidance of EFSA													
– statement of EFSA													
<b>SO1 – Technical reports</b> – evaluation of regulated products			2		4		13						19
<b>SO1 – Other publications (external scientific reports/event reports)</b> – evaluation of regulated products				2									2
– Other publications - external scientific report				2									2
– Other publications - event report								-		-			
<b>SO1 – Sub total</b> – evaluation of regulated products		98	103	8	22	56	53			2			<b>342</b>
<b>SO1 – Total</b>		98	104	16	22	58	58	106		33	9	1	<b>505</b>
<b>SO2 – Widen EFSA's evidence base and optimise access to its data</b>													
<b>SO2 – EFSA scientific outputs</b>													
<b>SO2 – Technical reports</b>								7			1		8
<b>SO2 – Other publications (external scientific reports/event reports)</b>								1			2	1	4





Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
– Other publications - external scientific report											2	1	3
– Other publications - event report								1					1
<b>SO2 – Total</b>								8			3	1	12
<b>SO3 – Build the EU’s scientific assessment capacity and knowledge community</b>													
<b>SO3 – EFSA scientific outputs</b>													
<b>SO3 – Technical reports</b>										1		1	2
<b>SO3 – Other publications (external scientific reports/event reports)</b>								1	3				4
– Other publications - external scientific report								1	3				4
– Other publications - event report													
<b>SO3 – Total</b>								1	3	1		1	6
<b>SO4 – Prepare for future risk assessment challenges</b>													
<b>SO4 – EFSA scientific outputs</b>				1		2	2					2	7
Of which:													
– opinion of the scientific committee / scientific panel				1			1					1	3
– scientific report of EFSA						2	1						3
– statement of the scientific committee / scientific panel													
– guidance of the scientific committee / scientific panel												1	1
– guidance of EFSA (regulated products)													
<b>SO4 – Technical reports</b>						2	3		1			4	10
<b>SO4 – Other publications (external scientific reports/event reports)</b>				1			3	7	1	1		2	15
– Other publications - external scientific report				1			3	7	1	1		2	15



Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
- Other publications - event report										-			
<b>S04 – Total</b>				2		4	8	7	2	1		8	<b>32</b>
<b>Total questions</b>		<b>98</b>	<b>104</b>	<b>18</b>	<b>22</b>	<b>62</b>	<b>66</b>	<b>122</b>	<b>5</b>	<b>35</b>	<b>12</b>	<b>11</b>	<b>555</b>