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DRAFT Programming document 2022-2024

Science, Safe food, Sustainability

Adopted on 16 December 2021

For EFSA's Management Board

[NOT SIGNED]

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Foreword

Welcome to the European Food Safety Authority's programming document for 2022-2025.

The multiannual work programme outlines how we intend to implement our strategy in the medium and longer term.

Our new Strategy 2027 was finalised and published in 2021, following two years of consultation with our partners, stakeholders, Management Board and the wider public. It lays out goals that will help us to stay relevant despite the restless and often turbulent environment in which we operate.

Its three central objectives – to deliver trustworthy scientific advice and communication; ensure preparedness for future risk analysis needs; and to ensure organisational agility – are the framework for all our planning and resource allocation calculations.

Although our core business remains unchanged – to provide scientific advice on food safety to risk managers and thus protect public health – over the next years we will be operating in a transformed landscape.

An amendment to the General Food Law – the "Transparency Regulation" – came into effect in 2021, increasing our responsibilities towards EU citizens, and EU initiatives such as the Green Deal and the Farm to Fork Strategy will significantly influence our activities in the years ahead. The SARS-CoV-2 pandemic continues to demand innovative approaches to the way we work and deliver our advice.

The Transparency Regulation ultimately strengthens our role and places us on a more sustainable footing for the years to come. We have devoted significant time and resources to making the changes necessary to implement the regulation, and these efforts will continue in 2022, primarily with an internal reorganisation that is designed to give us the best fit for the new tasks and responsibilities we have assumed.

We will continue to promote and enable co-operation and partnership among all bodies involved in the EU food safety system. The amended law gives us both a mandate and the resources – more staff, an increased budget – to intensify this role and move towards the creation of a true EU knowledge ecosystem for food safety.

It is only by working together and by pooling resources and assets – knowledge, expertise, data, and methods – that the EU will continue to deliver the high standards of food safety for which it is renowned.

The ongoing SARS-CoV-2 pandemic has put science and scientists back in the spotlight. It has once again demonstrated, at huge human cost, how risks can converge to deadly effect at the interfaces of human, animal and environmental health.

Our conference in 2022 will take as its theme "one health", focusing not only on the need to soften organisational boundaries but to point the way to a future of integrated risk assessments that bring together human, animal and plant health as well as environmental issues.

As we mark our 20th anniversary, EFSA enters a new era of possibilities. And as I hope this document demonstrates, we are in good shape to both meet the challenges and take advantage of the opportunities that lie ahead.

Bernhard Url,
Executive Director

List of abbreviations

AIR	Annex I renewal (authorisation of renewal programmes for pesticide active substances, according to Regulation (EC) No 1107/2009)
AMR	Antimicrobial Resistance
AOP	Adverse Outcome Pathway
API	Application Programming Interface
APPIAN	Risk Assessment Case Management Solution
ART programme	Architecture Programme
ASSESS Department	EFSA Risk Assessment Production Department
BfR	Bundesinstitut für Risikobewertung [1]
BIKE	Business Intelligence and Knowledge Exploitation
BIOHAW	EFSA Biological Hazards and Animal health & Welfare Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
BMD	Benchmark Dose Model
CA	Contract Agent
CEP Panel	EFSA Panel on Food-Contact Materials and Enzymes and Processing Aids
COM	EFSA Communications Unit
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
CRM	Customer Relationship Management
CSS	Chemicals Strategy for Sustainability
DAMA	Data Management and Data Analysis
DCF	Data Collection Framework
DOI	Declaration of Interests
doi	Digital Object Identifier
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
ED criteria	Endocrine Disruptors Criteria
EEA	European Environment Agency
EFSA	European Food Safety Authority
EMA	European Medicines Agency
EMP	Expertise Management Programme
EMPOWER Department	Management Services Department
ENABLE Department	EFSA Risk Assessment Services Department
ENGAGE Department	EFSA Communications and Partnership Department
ENREL	EFSA Engagement & External Relations Unit

[1] German Federal Institute for Risk Assessment.

EPA	EFSA process architecture
ERA	Environmental Risk Assessment
EU RAA	EU risk assessment agenda
EU	European Union
EPA 3.0	EFSA's Process Architecture - version 3.0
FAO	Food and Agriculture Organisation of the United Nations
FDP	EFSA Front-Desk & Workforce Planning Unit
FEEDCO	EFSA Feed and Contaminants Unit
FEEDAP Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients and Packaging Unit
FPA	Framework Partnership Agreement
FSCAP	Food System Common Authorisation Procedure
FTE	Full-Time Staff Equivalent
GLP	Good Laboratory Practice
GPS	EFSA Global Performance Services
HCD	Historical Control Data
HUCAP	EFSA Human Capital Unit
HPAC	Health Policy Agency Collaboration
iDATA	EFSA Integrated Data Unit
IMP	Information Management Programme
IpChem	Information Platform for Chemical Monitoring
ISA	Individual Scientific Advisor
IUCLID	International Uniform Chemical Information database
JNS	Joint Notification Summaries
JRC	Joint Research Centre
KICs	Knowledge and Innovation Communities
KNOW	EFSA Knowledge, Innovation and Partnership Management Unit
KPI	Key Performance Indicator
LA	EFSA Legal and Assurance services Unit
MB	EFSA Management Board
MESE	EFSA Methodology and Scientific Support Unit
MFF	Multiannual Financial Framework
MRL	Maximum Residue Level
NDA Panel	EFSA Panel on Nutrition, Novel Foods and Food Allergens
NGS	Next-Generation Sequencing
NIF	EFSA Nutrition and Food Innovation Unit
NWOW	New World of Work
ODP	Organisation Development Project

OECD	Organisation for Economic Cooperation and Development
Open SCAIE	Open Scientific Advanced Information and Evidence Hub
OSOA	One Substance One Assessment
PLH	Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and their Residues
PREPH	EFSA Pesticide residues & Plant health Unit
PREV	EFSA Pesticide Peer Review Unit
Prometheus	Promoting Methods for evidence use in Scientific Assessments project
QPS	Qualified Presumption of Safety
RA	Risk Assessment
RAL	EFSA Risk Assessment Logistics Unit
RAMPRO	Risk Assessment Methodologies Programme
RAP	Risk Assessment Project
REFIT	European Commission regulatory fitness and performance programme
RMP	Relationship Management Project
ROA	Rapid Outbreak Assessments
SC	EFSA Scientific Committee
SDWH	Scientific Data Warehouse Project
SEA	Stakeholder Engagement Approach
SNE	Seconded National Expert
SO	Strategic Objective
SOP	Standard Operating Procedures
Sysper	Système de gestion du Personnel (Human Resources Management System)
TA	Temporary Agent
TBC	To be confirmed
TBD	To be defined
TS	EFSA Transformation Services
TSE	Transmissible Spongiform Encephalopathy
TTC	Threshold of Toxicological Concern
WGS	Whole-Genome Sequencing
WHO	World Health Organisation

Strategic Foundation

The European Food Safety Authority (EFSA) is an integral part of the EU's food safety system, set up in 2002 to serve as an impartial source of scientific advice to risk managers and to communicate on risks associated with the food chain. EFSA provides the scientific basis for laws and regulations to protect European consumers from food-related risks – from farm to fork.

Individual experts and competent organisations are EFSA's main knowledge partners. To nurture these relations, the Agency cooperates intensively with Member States risk assessment organisations via the Advisory Forum, the National Focal Points and its Scientific Networks. Likewise, EFSA works with other EU agencies, international organisations and risk assessors in third countries to increase outreach and joint food safety impact.

The core of EFSA's activities is to collect, appraise and integrate scientific evidence to answer questions about risks. The outcome of its work is scientific advice to risk managers, jointly produced by independent experts and EFSA staff. The transparency of EFSA's processes, together with its engagement activities, allows for interested parties to scrutinise the work and interact with the Agency in an open dialogue on equal terms. EFSA communicates about risks in the food chain independently and in a way that meets the needs of the audiences. Together with Member States partners EFSA builds the European Food Safety knowledge ecosystem, ensuring safe food as the basis for healthy diets and sustainable food systems.

Our mission

"Safety in the food chain from farm to fork is at EFSA's core. EFSA contributes to protecting human life and health, taking account of animal health and welfare, plant health and the environment. EFSA will deliver independent and transparent scientific advice to policy makers, through cooperation with our partners, and in an open dialogue with society".

Our vision

"Safe food and sustainable food systems through transparent, independent and trustworthy scientific advice".

Our values

All of EFSA's strategic objectives and operational activities are based on a set of fundamental values. These are:

- **Excellence**

  We deliver rigorous and reliable risk assessments, building on the latest scientific advancements. We communicate to meet the needs of our different audiences.

- **Independence**

  We ensure impartiality of our scientific outputs. Staff and experts, free of conflicts of interest, analyse data and apply methods objectively. Group decision-making allows for diversity and review among peers.

- **Openness**

  Our risk assessments and communications are accessible and understandable. They are produced via transparent processes, enhanced by an open dialogue with all interested parties.

- **Accountability**

  We serve the public interest, working to deliver improvements in food safety from farm to fork. We use resources effectively, responsibly and sustainably.

- **Cooperation**

  We see collaboration as the only way to master the complexities of the future. We invest in building long-term partnerships for mutual benefit.

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Section I. General context

In the EU food safety system, the European Food Safety Authority (EFSA) contributes to the overarching objectives[(2)] of the European Commission, particularly to achieve a high level of public health while enhancing the competitiveness of the European Union's food and feed industry and favouring the creation of jobs. It does so both directly, by safeguarding public health, and indirectly, by strengthening consumer confidence in the food safety system.

EFSA needs to ensure that it continues to deliver on its mission and tasks taking into account innovation and changing citizen expectations. Some important challenges and opportunities that EFSA expects to encounter are summarised below.

THE BIG PICTURE

The European food safety regulatory framework provides EU consumers with one of the safest food systems in the world. However, demographic changes, malnutrition and the rise of non-communicable diseases, climate change and the depletion of natural resources (including biodiversity) will require new approaches to food safety in the future.

The ongoing SARS-CoV-2 pandemic, which has placed significant pressure on health systems across the EU, brings the role of science to the centre of the public debate on effective risk analysis.

At a global level, the United Nations has adopted a transformative agenda for 2030 based on 17 Sustainable Development Goals (SDGs), which are designed to stimulate action in areas of critical importance for humanity and the planet. At EU level, the European Commission has put forward its Farm to Fork (F2F) Strategy for a fair, healthy and environmentally friendly food system. This is one of the key components of the European Green Deal, alongside the Biodiversity Strategy for 2030 and the Chemicals Strategy for Sustainability.

In 2021 – 19 years since its establishment as a key actor in the European food safety regulatory framework – EFSA was charged with implementing the Transparency Regulation. Brought about as a result of the changing expectations of civil society and the public at large, the Transparency Regulation[3] ultimately strengthens EFSA's role and places it on a more sustainable footing for the years to come. The reforms required to bring the Transparency Regulation into effect will require commitment and co-operation from all involved in the food safety system in the EU. This of course includes EFSA and extends to organisations in the public and private sector at a national and European level It is only by working together and by pooling resources and assets (knowledge, expertise, data, and methods) that the EU will continue to deliver the high standards of food safety for which it is renowned.

EVOLVING DIALOGUE WITH SOCIETY

Trends such as the rise of populism and national sentiment in the EU, coupled with the democratisation of information in a highly interconnected, global environment, affect the trust of citizens in institutions and the expectations that society places on regulatory science[4]. Within the EU, food safety information needs vary significantly depending on socio-economic factors and geography. As the Transparency Regulation indicates, more attention should be given to dialogue with citizens and to the provision of coherent, consistent and clear messages about food-related risks.

EFSA will need to keep pace with rapid advances in communication technologies and platforms, by building and maintaining networks of food safety communications professionals across the EU to harness the opportunities that these new advances offer.

At the same time, the call for transparency emphasises the need for increased open dialogue with society. Appropriate engagement strategies in risk assessment and communication must take into consideration the positions of different stakeholders and ensure a balanced representation of

(2) https://ec.europa.eu/food/index_en

3 Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June 2019 on the transparency and sustainability of the EU risk assessment in the food chain

4 Transdisciplinary scientific information, including risk/safety assessments, methods, tools, models and scientific advice, to support sound and transparent science-based policies

interested parties. There must be transparent, widely available information that helps understanding of EFSA's processes, while preserving its confidentiality where appropriate. This should be complemented by mechanisms that allow for interested parties and the wider public to contribute to EFSA's work easily and in a balanced manner.

FOOD SAFETY – INTEGRAL TO SUSTAINABLE FOOD SYSTEMS

As the global population grows, overall food demand is changing and agriculture and related land-use generate a considerable percentage of annual greenhouse gas emissions. To achieve the changes required to meet the SDG targets, it will be necessary to significantly transform our production and consumption patterns, producing more with less and reducing food loss and waste.

This transformation will also likely require the development of alternative food and feed sources (e.g. insects and synthetic meat) and new production technologies (e.g. precision farming) that must be assessed for any risks they might pose to humans, animals, and the environment. The same applies to the assessment of risks linked to the introduction of circular economy principles along the food supply chain, which could play a role in the transition to more sustainable food systems. To achieve sustainable consumption and reduce malnutrition and obesity, changes in dietary patterns will also be needed.

This is reiterated in the EU Farm to Fork Strategy, which seeks opportunities to facilitate the shift to healthier diets and stimulate product reformulation. Sustainable production of safe food begins on farms. Therefore, plant health, an important part of EFSA's mandate, is a cornerstone of food security and sustainable food systems. The International Year of Plant Health in 2020 raised awareness of how protecting plant health can help end hunger, reduce poverty, protect the environment, boost economic development, and contribute to achieving the Sustainability Development Goals.

Likewise, animal health and welfare are fundamental components of food safety. Safeguarding the health of animals reduces the incidence of zoonoses, supports the competitiveness of animal food production and contributes to the sustainability of rural communities. Specific attention will have to be paid to the fight against antimicrobial resistance, as this constitutes a major global public health threat. Joint efforts of all actors in livestock production will be needed to significantly reduce the use of antimicrobial substances. Achieving more sustainable aquaculture as well as seeking solutions for restoring soil health will need to complement these efforts.

Another important aspect of animal health is the role of animals as intermediate hosts. The SARS-CoV-2 pandemic has demonstrated again the need for assessing and managing risks at the interfaces between wildlife habitats, domestic animals, and the human ecosphere with a systemic perspective. Future evaluations will also need to consider the impact of international trade, human movements, and climate change on the microbiological risks leading to the globalisation of food-borne diseases.

In many ways, the arguments mentioned above demonstrate the necessity of applying a "one health – one environment" approach for safeguarding public health, animal health, plant health and the environment: transdisciplinary and transboundary cooperation of distinct scientific domains and organisations is clearly needed to address the complexity of the tasks at hand. Integrated risk assessments (for example, considering human, animal and plant health or the environment in a combined way), as well as risk -benefit and risk–risk assessment, will provide risk managers with a more comprehensive evidence basis for public health policy decisions.

MAKING THE MOST OF THE FOOD SAFETY KNOWLEDGE ECOSYSTEM

The EU's Horizon Europe research agenda is a promising tool to address some of the issues that exist as a result of the lack of harmonisation in food safety standards at global level. It will also help to drive research forward for the diverse areas of EFSA's remit where the cost of generating new scientific knowledge can be very high. Funding programmes at Member State level will also contribute to the strengthening of the scientific evidence for risk assessment and risk monitoring.

Investments made in partnerships and cooperation with EFSA's sister EU agencies and food safety bodies in Member States, as well as with international organisations, will result in further economies of scale and more capacity to deliver on even the most complex regulatory science. Similarly, evolving towards joint systems, processes and tools with EU agencies and Member States, such as in the "One

substance One assessment" initiative under the EU Chemicals strategy, is expected to yield important efficiencies. Policy developments are taking place even faster through changes linked to new technologies, scientific knowledge, expertise and the exponential growth in the availability of data and information.

EFSA relies on a large pool of scientific expertise to produce its risk assessments, provided by both its network of EU experts and its staff. While attracting the required expertise to EFSA from within the EU is a continuous challenge, the rich and diverse EU academic environment, coupled with the opportunities offered by Horizon Europe and Member State research programmes, should foster the sustainability of the expertise needed for EFSA's scientific work. In addition, the ever - increasing mobility of people and knowledge, facilitated by the widespread use of digital technologies such as those that have emerged during the pandemic, also presents unique opportunities to be explored further.

HARNESSING NEW TRENDS IN DATA, TECHNOLOGY AND SCIENCE

The volume of data produced in the world is growing rapidly, from 33 zettabytes in 2018 to an expected 175 zettabytes in 2025. Furthermore, the way in which data is stored and processed will change dramatically over the coming 5 years. Today 80% of the processing and analysis of data takes place in data centres and centralised computing facilities, and 20% in smart connected objects. By 2025 these proportions are likely to be inverted. At the same time, there is an increasing amount of data from different sources (surveillance and controls, and biomonitoring) that remain underexploited due to a lack of connectivity. While EFSA is already exploring approaches to manage and exploit big data sets, such as in whole genome sequencing, the sheer speed and complexity with which data relevant to its risk assessments is growing means that new tools and approaches are urgently needed to take advantage of them. Access to real-time data from monitoring systems in the food chain would increase EFSA's capacity to define scenarios, refine risk assessments or measure the impact of emerging risks or new control methods.

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media) - information that could take human researchers decades to discover, retrieve and digest. Artificial intelligence offers great opportunities for risk assessment but also challenges of an ethical and technological nature, recognizing the continued need for human expertise to assist the use of technology. Harnessing collaboration tools to enable co-creation of models and algorithms will position EFSA to take advantage of the power of these capabilities. EFSA will have to navigate how to manage its enhanced responsibilities towards transparency in the face of data ownership concerns from Member States and confidentiality claims from applicants, among other considerations.

Finally, the development of scientific methodologies and tools, and the opportunity to refine existing ones, will offer new approaches for risk assessment in line with the 3Rs principle (Replacement, Refinement, and Reduction) to animal testing. EFSA must continue to invest in harvesting data and information to stay abreast of evolving scientific methodologies and research and develop adequate methodologies to assess new sources of potential food/feed risks such as new production technologies.

Investing in future preparedness by further developing methodologies to identify emerging risks at global level, and proposing prevention strategies that ensure the safety and sustainability of food systems is important; but also in conjunction, developing new and agile processes for rapid assessments is needed to support policy action when incidents occur. These scientific and technological developments must ultimately contribute to the evolution of regulatory risk assessment in the EU.

Section II. Multiannual programming 2022-2025

1. Multiannual programme 2022-2025[5]

The multiannual work programme outlines the actions that EFSA plans in the medium and long term to implement its strategy.

EFSA's strategy 2027[6] outlines three strategic objectives (SOs) that guide EFSA in fulfilling its mission in light of the changing context described in the previous section while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice:

- SO1: Deliver trustworthy scientific advice and communication of risks from farm to fork
- SO2: Ensure preparedness for future risk analysis needs
- SO3: Empower people and ensure organisational agility

To implement its strategy, EFSA has designed a multiannual portfolio consisting of processes and projects and the underlying budget and resource needs. The processes represent the bulk of EFSA's work i.e. the "business as usual", including the core business of the provision of scientific advice as well as enabling and management processes that feed the former. As envisaged in the strategy implementation plan, development projects have been included that will deliver benefits to EFSA's processes, such as improved efficiency and quality, and will follow adequate project governance. Each project is stemming from one or more key actions of the Strategy 2027 Implementation Plan, and all together they maximise the strategic fit of the multiannual work programme. Annual and quarterly reviews of the strategy implementation allow for adjustments of the resources dedicated to achieving the expected results through current and future processes and projects.

The Strategy 2027 is an evolution of the Strategy 2020, and to this end previously ongoing and planned processes and projects have been re-defined and together with new ones have been structured under the new strategic objectives.

The development projects will be consolidated into three multiannual programmes designed to ensure continuity of work in the transition to the new strategy cycle in the respective areas and to support the implementation of the Strategy 2027. These programmes are:

- The Knowledge & Expertise programme, in transition from the Expertise management programme (EMP);
- The Risk Assessment & Methods preparedness programme, in transition from the Risk assessment methodologies programme (RAMPRO); and
- The Data & Evidence programme, in transition from the Information management programme (IMP).

The Architecture Transformation programme (ART) will continue also in 2022 to work on the implementation of the last part of the transparency regulation measures due in 2023.

To ensure that EFSA's activities are focused on achieving the expected results as defined in its strategy 2027, and to be able to monitor its progress, EFSA has streamlined and revised the key performance indicators (KPIs); these are presented at expected outcome and expected operational result level. Evaluations (see annex IX) and qualitative analyses as well as more detailed internal monitoring of EFSA's processes and projects will complement strategic and operational steering of the organisation. Regular reviews of the strategy implementation will allow for the necessary adjustments of the

[5] This section covers the final 2022-2025 multiannual plan adopted by the MB in December 2021.
[6] EFSA strategy 2027, https://www.efsa.europa.eu/sites/default/files/2021-07/efsa-strategy-2027.pdf

resources dedicated to achieving the expected results through current and future processes and projects.

1.1 Deliver trustworthy scientific advice and communication of risks from farm to fork.

Strategic Objective 1 is about EFSA's core business – risk assessment and communication of risks related to human health, animal health and welfare, plant health and the environment. EFSA will strive to deliver high-quality scientific advice to risk managers in partnership with Member States and ENVI agencies[7], using the most relevant and internationally harmonised risk assessment approaches. It will do this while listening to and engaging with stakeholders and the public, providing clear and accessible communication.

The **expected outcome** of EFSA's work programme in this area is **increased relevance and improved reputation of EFSA's scientific advice,** supporting the decision-making process of the risk managers at the EU level and in the Member States via transparent, actionable and trustworthy scientific advice 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 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 includes the evaluation of the scientific substantiation of nutrition and health claims.

The quality[8], coherence and comprehensiveness of EFSA's scientific advice will increase its relevance. EFSA, in *partnership* with Member States organisations and other EU agencies, through *open dialogue* with consumers, food and feed businesses, the academic community and all other interested parties and in *cooperation* with international bodies and Third Country Risk Assessors, will deliver its scientific advice in an independent and transparent way, that will benefit EFSA's partners and stakeholders and further improve the organisation's reputation.

Multiannual targets of the key performance indicators designed to monitor the expected outcome 1.1 are presented in table 1.

Table 1. SO1 - Expected Outcome 1.1 - Increased relevance and improved reputation of EFSA's scientific advice.

E.O 1.1: Increased relevance and improved reputation of EFSA's scientific advice						
KPI	**Baseline**	**Execution**	**Target**			
		2020	**2022**	**2023**	**2024**	**2025**
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on RISK ASSESSMENT	80%[9] *(2019-2020)*		80%	80%	85%	85%
Dimension: Relevance						
Citations of EFSA's scientific outputs	50,738 *(2020)*		65,000	70,000	75,000	80,000
EFSA Journal's H-index	122 *(2021)*		123	124	125	127

Communication of risks, the second pillar of EFSA's mandate, is part of the EFSA's work plan in parallel to risk assessment. The **expected outcome** of EFSA's work programme in this area is **increased relevance and improved reputation of EFSA's risk communication** by ensuring that risk assessment advice is useful and understandable, through transparent, coherent, actionable and trustworthy

[7] Agencies that support the work of the European Parliament Committee on Environment, Public Health and Food Safety: European Centre for Disease Prevention and Control (ECDC), European Chemicals Agency (ECHA), European Environmental Agency (EEA), European Food Safety Authority (EFSA) and European Medicines Agency (EMA).

[8] Quality at EFSA implies that questions received form risk managers are answered on time, comprehensively, with clarity and with the agreed scientific value: impartiality, transparency, engagement, and methodological rigour

[9] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

risk communication, in partnership with EU risk managers, Member States risk assessors and managers and other EU agencies, through open dialogue with consumers, food and feed businesses, the academic community and other interested parties. The quality, clarity, coherence and timeliness of EFSA's risk communication products will benefit partners and stakeholders, as well as the public at large, improving the organisation's reputation.

Multiannual targets of the key performance indicators designed to monitor the expected outcome 1.2 are presented in table 2.

Table 2. SO1 - Expected Outcome 1.2 - Increased relevance and improved reputation of EFSA's risk communication

E.O 1.2: Increased relevance and improved reputation of EFSA's risk communication						
KPI	**Baseline**	**Execution**	**Target**			
		2020	**2022**	**2023**	**2024**	**2025**
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on RISK COMMUNICATION	80%[10] *(2019-2020)*		80%	80%	85%	85%
Dimension: Relevance						
Social media interactions value	TBD		TBD	TBD	TBD	TBD

Regulated products evaluation

EOR 1.1.1: Assessments for regulated products are delivered with quality and efficiency.

In accordance with the principles of independence and transparency, this will be achieved via the application of the new Transparency Regulation measures such as notification of studies and pre-submission advice, confidentiality assessment and data disclosures, as well as the broader participation of Member State competent organisations in in preparation of EFSA's risk assessments. EFSA will also work towards ensuring the quality and predictability of the content and processing of regulated product dossiers.

The evaluation of applications for regulated products will continue to absorb a significant amount of EFSA's resources allocated to scientific risk assessment. EFSA will continue to provide support to applicants and will further streamline administrative procedures associated with applications, starting from reception and assessment to adoption and post-publication.

EFSA enables citizens and stakeholders to contribute to its scientific assessment processes by promoting dialogue and participatory processes increasing transparency on assumptions and data used and uncertainties in outputs. Furthermore, EFSA is promoting dialogue with the scientific community and society at large by implementing targeted actions to support the quality of EFSA's scientific outputs.

Under the frame of Regulation (EC) No 257/2010, in 2022 EFSA will focus its work on the re-evaluation of **sweeteners**, several calls for data have been launched in 2021 to complete the data package on the genotoxicity of these substances, and the data is expected to be submitted by the end of March 2022. The re-evaluation of the remaining approved **food additives** is likely to continue beyond 2024. Activities relating to the assessment of new food additives or proposed changes to approved food additives under Regulation (EC) No 1331/2008 will be carried out in parallel.

Opinions on the safe use of **additives in food destined for infants and young children**, using the principles described in the Scientific Committee guidance adopted in 2017, are expected to be completed during this period. Similarly, opinions using new data generated in response to the programme set by the Commission for the follow-up of scientific opinions on the re-evaluation of food

[10] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

additives are also planned for completion during this period.; Several of those opinions will need to apply the new guidance on nanomaterials in the assessment of the new data generated in response to the calls and retrieved from the published literature.

EFSA will continue working on the remaining **food flavourings** on the EU list and expects to receive an increased number of new applications on flavourings. By mid-2022, EFSA expects to also receive the applications and dossiers for the renewal of 10 smoke flavourings that are currently authorised in the EU.

EFSA will be requested to provide scientific assistance to the EC concerning the monitoring of the consumption and use of food additives and food flavouring, following the terms of reference of the mandates.

Concerning **food enzymes**, a total of 304 applications were received by EFSA. The multiannual work programme for their evaluation will be revisited jointly with the Commission, as a significant number of new enzymes or extensions of use are being submitted already as of 2021 and until 2023, as notified by the applicants.

EFSA will continue to assess the **safety of additives and monomers for plastic materials**, articles in contact with food and **recycling processes**, will work on applications for active and intelligent materials received in past years. EFSA will receive mandates to re-evaluate already authorised substances, identified as a high priority, following the prioritisation exercise conducted in 2019, and will continue supporting the Commission in the frame of the ongoing evaluation of the FCM regulation.

Because of the Commissions policy on circular economy, EC is expected to request an update of the technical guidance documents on recycling plastics to cover other plastics than PET, following the modification of the Recycling regulation. An increased workload in this area is therefore expected with the submission of new applications. The network on **food-contact materials** (FCMs) will continue its work aiming to further harmonise with Member States the application of risk assessment principles for non-EU regulated FCMs.

EFSA will continue to assess the safety and efficacy of substances other than potable water used to **reduce microbial surface contamination** from products of animal origin, upon receipt of specific applications.

EFSA will continue assisting the Commission and Member States in the assessment of alternative processing methods for the processing of **animal by-products**, including the assessment of the endpoint in the manufacturing chain of fertilisers.

The number of dossiers on **feed additives** increased to over 100 per year. The majority of these dossiers relate to new applications, but the number of renewals is increasing. EFSA will also continue working on the outstanding re-evaluations of feed additives, while a workplan is in place until 2026 for botanically defined flavourings.

In the area of **nutrition**, with the implementation of Regulation (EU) 2015/2283, which lays down provisions for the centralised RA of all applications for novel foods and a notification procedure for traditional foods from non-EU countries, EFSA faces a substantial increase of novel food applications and consequently a high workload in this area over the coming years. EFSA will continue to evaluate applications for health claims; the workload in this area will depend on the follow-up of the evaluation of Regulation (EC) No 1924/2006 on nutrition and health claims. EFSA will also work on applications regarding food for specific groups, exemptions from the labelling of food allergens, nutrient sources and safety assessments for 'other substances' added to food.

In the area of **genetically modified organisms** (GMOs) EFSA will continue to deliver evaluations of applications mainly for the import and processing of GMOs for food and feed uses and for cultivation uses as well as the deliberate release of non-food and feed GMOs. EFSA will strive to increase its efficiency by reviewing its administrative processes, guidelines and technical notes in food and feed, and for cultivation uses.

In the area of **plant protection products**, the number of questions after the adoption of a conclusion on active substances risk assessment is increasing. EFSA is expecting additional tasks linked to the

assessment of pesticides required to control serious dangers to plant health, continuous implementation of hazard-based criteria to identify endocrine.

EFSA will continue the revision of its administrative **guidance documents for regulated products** to align to methodological developments and further clarify the requirements stemming from the Transparency Regulation. EFSA has expanded the existing set of services to applicants, in particular by offering all potential applicants and notifiers the possibility of receiving general pre-submission advice on the applicable rules to and the content required for submitting applications or notifications. Moreover, in the case of potential applicants for renewals of authorisations or approvals, the scope of the advice provided by EFSA at pre-submission phase extends to the design and standards of studies intended to support an envisaged renewal application.

The Authority will continue to involve its stakeholders at an early stage in the development of guidance documents — through discussion groups or concept papers — and will also foster this engagement with them via e.g. webinars and information sessions. In addition, EFSA started already to collect data from new dossiers to support EC with the preparation of the fact-finding missions to be carried out by the Commission and MSs in the context of the audit of GLP studies.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 1.1.1 are presented in table 3.

Table 3. SO1 - Expected Operational results 1.1.1 - Assessments for regulated products are delivered with quality and efficiency.

EOR 1.1.1: Assessments for regulated products are delivered with quality and efficiently							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*TIMELY DELIVERY*						
	Timeliness of adoption	70.2% *(2017-2020)*	76%	90%	90%	90%	90%
	Reduction of backlogs and bulk evaluations	N/A		90%	90%	90%	90%
	Of which questions to be closed for MRL Art. 12 bulk evaluation			*20*[11]	18[12]	TBD	TBD
	Timeliness of publication	85.6% *(2020)*		87.5%	87.5%	87.5%	87.5%
	ENGAGEMENT						
	Impact of public consultations	N/A		Indicator part of the framework but still under definition			
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Amount of resources used	16.7% of total budget *(2020-2021)*		16.4%	17.1%	19.0%	20.9%
	DELIVERED VOLUMES						
	Number of questions closed[13]	490 *(2017-2020)*	424	412	438	TBD	TBD
	Change in stock of questions	-15% *(2017-2020)*		-15%	-15%	TBD	TBD

[11] Of which: 11 questions closed as reasoned opinion, 5 as conclusion on pesticides peer review, 4 as statement of EFSA.
[12] Of which: 12 questions closed as reasoned opinion, 3 as conclusion on pesticides peer review, 3 as statement of EFSA.
[13] The baseline is higher than 2020 execution and next years' plans as in recent years some areas were moved from regulated products to general RA, therefore shifting questions closed. The numbers for 2022 and 2023 plans may be further technically adjusted in the next year in view of the shifting of areas of work between regulated products evaluation and general risk assessment to align to the new process architecture, e.g. the MRL Art. 12 backlog indicator might move under EOR 1.1.2 – general risk assessment.

General risk assessment

EOR 1.1.2 Generic scientific advice is delivered with quality and efficiency.

In accordance with the principles of independence and transparency, this will be achieved via the application of the Transparency Regulation measures such as the implementation of new sourcing/partnership schemes and broadened engagement. Further efforts will include strengthened mandate preparation with EFSA's customers and the implementation of relevant cross cutting guidance, newly developed methodologies and improved data streams.

EFSA's multiannual focus will be on providing scientific advice based on the mandates received in the fields of biological and chemical hazards, animal health and welfare, plant health and human nutrition. Involvement of our stakeholders throughout different steps of the risk assessment process will be an integral part of EFSA's risk assessment.

In the area of **biological hazards**, the activities will focus on assessing risks relating to food-borne zoonoses, food hygiene (e.g. food of animal and non-animal origin, processing and preservation technologies), antimicrobial resistance (e.g. spread of AMR during animal transport, support to EC to collect AMR monitoring data in accordance with the new AMR legislation, integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC, technical specifications for complementary cross-sectional baseline surveys on certain AMR issues), transmissible spongiform encephalopathies (TSEs). Work will continue on updates of the list of qualified presumption of safety (QPS)-recommended biological agents intentionally added to food or feed. Scientific support will continue on the investigation of multi-country foodborne events in the form of Joint ECDC-EFSA Rapid Outbreak Assessments (ROA) and Joint Notification Summaries (JNS), as appropriate.

Yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks, and antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food will continue to be delivered in collaboration with ECDC. The yearly European Union summary report on TSEs will continue to be produced.

In the area of **animal health and welfare**, EFSA will continue to provide support to Member States in risk assessment and surveillance relating to outbreaks of transboundary animal diseases such as African swine fever, avian influenza and SARS-Cov2 in Mustelidae. Additionally, risk assessments concerning the control measures and categorisation of animal diseases to support the new animal health law[(14)] will be provided. As part of farm to fork strategy, EFSA has been asked to provide new advice on animal welfare which, together with a Fitness check, will support an update to the animal welfare legislation. In total, seven mandates stemming from the farm to fork strategy are requesting opinions on the welfare of poultry (laying hens, chickens reared for meat, ducks, geese and quail), pigs, and calves and dairy cattle as well as the welfare of all farmed animals during transport (cages animals and free-living animals) and are expected to be finalised by June 2023.

In the area of **plant health**, following the implementation of the new EU plant health law by the European Parliament[(15)], EFSA will continue to work on the high number of requests it has subsequently received for pest categorisation and RAs of new and emerging plant pests. Work on RA will follow a quantitative methodology including piloting climate change scenarios. EFSA will also work on the prevention of plant pest introductions and outbreaks with a particular focus on the prioritisation of pest risks newly identified through the horizon scanning and assessment of emerging plant health risks and provide scientific and technical support to Member States' surveillance programmes. In addition, EFSA will support the assessment of derogation requests to the EU plant health law and commodity RAs required after the establishment of a list of high-risk commodities, with a steady flow of dossiers and requests throughout the period 2021-2026.

In the area of **contaminants in food and feed**, further work is expected to be based on requests for scientific assessment of the risks posed by the presence of heavy metals, environmental contaminants, process contaminants, non-allowed pharmacologically active substances, and natural toxins, along

(14) Regulation (EU) 2016/429 of the European Parliament and of the Council on transmissible animal diseases.
(15) Regulation (EU) 2016/2031 of the European Parliament and of the Council on protective measures against pests of plants.

with the assessment of detoxification processes of contaminants in feed as well as reports on dietary exposure assessments to specific contaminants. Scientific assistance will continue to be delivered in the form of an annual European report on the results from the monitoring of veterinary medicinal products and other substances in live animals and animal products.

In the area of **food-contact materials**, EFSA will finalise its re-evaluation of the temporary tolerable daily intake of bisphenol A following the hazard assessment protocol, which was developed according to the Prometheus project[16] methodology[17]. The new opinion will undergo a public consultation before adoption, during 2022.

In collaboration with ECHA, EFSA will continue to work on the mandate on phthalates, structurally similar substances and replacement substances. The preparatory work to identify and prioritise relevant substances potentially used as plasticisers in food contact materials is foreseen to be finalised. In addition, the work to establish protocols for exposure and hazard assessment is expected to be concluded. Calls for data in support of the exposure assessment will be launched. After completion of this preparatory work, it is foreseen that EC will initiate the second phase of this two-step-mandate, i.e. preparation of mandates to EFSA for risk assessment of prioritised substances.

In the area of **nutrition**, EFSA will provide scientific advice for the development of harmonised mandatory front-of-pack nutrition labelling and the setting of nutrient profiles for restricting nutrition and health claims on foods, in the context of EFSA work supporting the Farm to Fork strategy. Further, EFSA will work on updating the upper tolerable intake levels for several vitamins and minerals and expects to work on the draft compositional requirements for processed cereal-based food and baby food.

EFSA will continue providing scientific advice in the area of **biotechnology** and supporting Europe ambitions for **sustainable food systems**. By June 2022, EFSA will deliver two complementary opinions on checking the existing guideline for the adequacy of food/feed aspects of synthetic biology developed products and an additional scientific opinion on cis genesis.

Following the discussion on the adequacy of the current regulatory GMO risk assessment framework for products developed using new breeding techniques EFSA may be requested to review its RA guidelines.

The assessment of the potential risk for consumers of **pesticide residues in food** will remain an EFSA core task and following years of methodological developments by the EFSA Panel on Plant Protection Products and their Residues (PPR). The annual EU report on pesticide residues in food, complemented with informative data visualisations, will progressively include assessments of the cumulative risks associated with residues from different pesticide active substances. Also, the assessment of dietary exposure to pesticide residues included in this annual report will be based on an updated version of the PRIMo (Pesticide Residues Intake Model) tool underpinned by more comprehensive European food consumption data. EFSA will continue providing support to the Commission regarding the Codex Committee on Pesticide Residues. The number of ad hoc requests (Art 43) is expected to increase as a result of the outcome of the renewal process on the MRLs currently in place.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 1.1.2 are presented in table 4.

(16) Prometheus: promoting methods for evidence use in scientific assessments.
(17) Engagement with stakeholders and society in different parts of the risk assessment process such as the protocol (the master plan on how the specific risk assessment will be executed, which methods used and what data is needed)

Table 4. SO1 - Expected Operational results 1.1.2 - Generic scientific advice is delivered with quality and efficiency.

EOR 1.1.2: Generic scientific advice is delivered with quality and efficiency							
KPI		Baseline	Execution	Target			
			2020	2022	2023	2024	2025
Dimension: **Quality**	*TIMELY DELIVERY*						
	Timeliness of adoption	95.7% *(2017-2020)*		100%	100%	100%	100%
	Timeliness of publication	78.7% *(2020)*		87.5%	87.5%	87.5%	87.5%
	DATA DISSEMINATION						
	Knowledge junction data set uploads	39% *(2020)*		Indicator part of the framework but still under definition			
	ENGAGEMENT						
	Impact of public consultations	TBD	TBD	Indicator part of the framework but still under definition			
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Amount of resources used	12.9% of total budget *(2020-2021)*		12.6%	12.6%	12.5%	12.5%
	DELIVERED VOLUMES						
	Number of questions closed	195 (*2017-2020*)	209	259	266	TBD	TBD
	Change in stock of questions	-12% *(2017-2020)*		-10%	-10%	TBD	TBD

Risk communication

EOR 1.2.1 An audience-first approach ensures quality throughout risk communication.

EFSA will generate and use insights from social research, analyse the impact of its communication activities and focus on personalizing user experience across its communication tools, accounting for cultural differences across the EU and extending multilingual approaches. At the same time, it will extend its role in providing technical assistance and promoting research in the area of communication science.

Through its communications, EFSA seeks to raise awareness about, and explain the basis of, its scientific work. EFSA aims to provide appropriate, consistent, accurate and timely communication on food safety issues to risk managers, stakeholders and the general public based on its risk assessments and scientific expertise.

EFSA will undertake an ambitious programme of activities for risk communications in the upcoming years, in response to the requirements for risk communications set out in the Transparency Regulation. EFSA's objectives are to: broaden access to – and accessibility of – our communication tools and platforms; renew our focus on tailoring communication materials and contextualising messages for our various target audiences; and better meet the information needs of our target audiences in terms of the topics we choose to communicate about. These objectives fall under the 'audience-first approach', a guiding principle for EFSA's risk communications for the Strategy 2027.

In practice, the audience-first approach will see EFSA carry out structured and systematic social research to inform the selection of topics for communication. Flagship research initiatives will include

the delivery of two Eurobarometer surveys on food safety (2022 and 2024), providing valuable information about risk perception across the EU. Social research will also be carried out in co-operation with Member States to help explain the difference between hazard and risk, resulting in tailored communication materials for use at a national level.

EFSA intends to develop into a knowledge hub for risk communication science. This is reflected in the fact that risk communication has been include as one of the priority topics for EFSA's Science Studies and Project Identification and Development Office (SPIDO), with research activities under this programme due to begin in 2022 and to continue in successive years.

EFSA will invest in improving the experience of people who use our website and other digital platforms, creating 'personalised journeys' that ensure that each user is able to access information as efficiently as possible depending on their individual preferences and needs. EFSA will expand its multilingual policy for its website, making it available in all EU languages in 2022 and thereby increasing accessibility for EU citizens to EFSA's activities. EFSA will continue to develop tools to measure the effectiveness of our communications products, platforms and activities, enhancing the capability we have to do this in real-time.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 1.2.1 are presented in table 5.

Table 5. SO1 - Expected Operational results 1.2.1 - An audience-first approach ensures quality throughout risk communication

EOR 1.2.1: An audience-first approach ensures quality throughout risk communication							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*APPROPRIATENESS OF COMMUNICATION*						
	Performance of communication materials	N/A		75%	75%	75%	75%
	REACH OF COMMUNICATION						
	Translation outreach	22% *(2021)*		22%	24%	26%	28%
	SOCIAL RESEARCH IS APPLIED						
	Leverage of social science	66% *(2021)*		100%	100%	100%	100%
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Amount of resources used	1.5% of total budget *(2020-2021)*		1.4%	1.1%	1.2%	1.2%

EOR 1.2.2 Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies.

EFSA will support the EC in the development of the future General Plan for Risk Communication and invest accordingly in its communication channels and digital platforms, ranging from the evolution of the EFSA Journal to campaigns delivered to EU citizens, through strengthened EU coordination. Joint crisis communication for food safety at the EU level will be enhanced.

The Transparency Regulation places particular emphasis on improving coordination and coherence of risk communications among the various actors in the food safety system. In the years ahead, EFSA will further strengthen its Communications Expert Network (comprising professional communicators from Member State competent authorities) and in 2022 explore the possibility of expanding Focal Point responsibilities to place the Network on a more sustainable footing.

In 2021, EFSA delivered the #EUChooseSafeFood information campaign to raise awareness among citizens about the link between science and food safety. The campaign was developed in co-operation with a selection of Member States, with a range of communication materials tailored for national audiences and translated in all EU languages. EFSA will extend this campaign into 2022 and beyond, working with new Member States and the European Commission on topics of mutual interest. EFSA's successful communications campaign on African Swine Fever (2020-2021) will also be extended for another year, based on the same model of cooperation with Member State and national partners.

In the period 2022-25, EFSA will strengthen the brand identity and functions of its digital platforms, including the EFSA website, the EFSA Journal, its social media channels, Open EFSA, and common platforms such as IUCLID that it manages with partner organisations. This will be carried out in parallel with the focus we will place on creating personalised journeys for web users described above.

The EFSA Journal provides open access to EFSA's risk assessments and scientific outputs on a modern online publishing platform that optimises the impact and discoverability of EFSA's work and the visibility of its contributing experts. In line with the emphasis in the Transparency Regulation on accessibility for citizens to EFSA's scientific advice, in 2022 and beyond the Journal will roll out Plain Language Summaries to accompany certain EFSA scientific opinions. It will also look to harmonise the publication of food safety risk assessments in the EU by offering the Journal platform to Member State competent authorities to publish their own scientific advice and other scientific outputs.

Between 2022-2025, EFSA will undertake several activities in the area of crisis communications, intended to improve preparedness and build capacity in EFSA and among its partners to deal with a crisis. This will include hosting simulation exercises, developing digital tools and platforms for use with EFSA's partners in times of crisis, and establishing mechanisms to guard against fake news in the area of food safety.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 1.2.2 are presented in table 6.

Table 6. SO1 - Expected Operational results 1.2.2 - Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies

E.O.R 1.2.1: Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*REACH OF COMMUNICATION*						
	Performance of EFSA's Campaigns	N/A		90%	90%	90%	90%
	Performance of dissemination process	N/A		90%	90%	90%	90%
	COORDINATED COMMUNICATION						
	Joint communication content production	75% *(2021)*		100%	100%	100%	100%
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Amount of resources used	2.7% of total budget *(2020-2021)*)		3.3%	4.2%	4.3%	4.4%

1.2 Ensure preparedness for future risk analysis needs

Strategic Objective 2 is about sustaining and developing EFSA's core capabilities to ensure its long-term relevance and reputation. Strengthened partnerships within the food safety knowledge ecosystem are crucial and will result in the identification of priority areas for knowledge sharing, knowledge development and capacity building. This, in turn, will allow EFSA to be prepared with the methodologies, data and expertise needed for its future risk assessment and communication activities.

The expected outcome of EFSA's work programme in this area is the **increased risk analysis capabilities to maintain relevance for the future** by co-producing and making available knowledge, expertise, methodologies and data, and by contributing to relevant aspects of the Horizon Europe programme cycle. This will be done in *partnership*[18] with Member States and other EU agencies, in *cooperation* with international and Third Country risk assessment bodies, and through *open dialogue* with risk managers, the wider scientific community/academia, and stakeholders. The quality, comprehensiveness, and coherence of the risk analysis capabilities and the efficiency with which knowledge is generated at EU level will benefit partners and stakeholders. In this way, EFSA and its partners will be able to address food safety challenges of the future.

Multiannual targets of the key performance indicators designed to monitor the expected outcome 2.1 are presented in table 7.

Table 7. SO2 - Expected outcome 2.1 – Increased risk analysis capabilities (knowledge, expertise, methodologies, and data) to maintain relevance for the future

E.O 2.1: Increased risk analysis capabilities (knowledge, expertise, methodologies, and data) to maintain relevance for the future						
KPI	**Baseline**	**Execution**	**Target**			
		2020	**2022**	**2023**	**2024**	**2025**
Dimension: Reputation[19]						
Customers/Partners/Stakeholders' satisfaction on PREPAREDNESS	75% *(2019-2020)*		75%	75%	80%	80%
Customers/Partners/Stakeholders' satisfaction on HARMONISATION	75% *(2019-2020)*		75%	75%	80%	80%
Customers/Partners/Stakeholders' satisfaction on DATA ACCESS AND EXPLOITATION	50% *(2019-2020)*		50%	55%	60%	60%
Customers/Partners/Stakeholders' satisfaction on CAPACITY STRENGTHENING	65% *(2019-2020)*		65%	65%	70%	70%
Customers/Partners/Stakeholders' satisfaction on ECOSYSTEM EFFICIENCY	N/A		60%	60%	65%	65%
Dimension: Relevance						
Citations of EFSA's guidance documents	11,380 *(2021)*		13,000	14,625	16,453	18,510
Use of EFSA models	N/A		Indicator part of the framework but still under definition			
Use of EFSA datasets	N/A		Indicator part of the framework but still under definition			
Users in EFSA's platforms	N/A		Indicator part of the framework but still under definition			

[18] Partnerships, based on trust and shared values, is considered by EFSA the most promising leverage to co-create the EU food safety knowledge ecosystem for delivering relevant scientific advice in the future

[19] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

EOR 2.1.1 Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level.

This is achieved via the further development of EU and international cooperation fora and channels, shared platforms and infrastructures, capacity building initiatives, long-term partnerships, flexible and innovative workforce planning and sourcing; as well as strengthened approaches, leveraged by social science, for engaging with all actors who can provide input into EFSA's activities.

EFSA will set up cooperation initiatives that make the best use of expertise for scientific assessment through the establishment of partnerships between EFSA staff, scientific experts, Member States and international organisations. EFSA will invests in competence development and capability transfer, common programming and work-sharing, to build EU and international expertise, thus increasing the EU's scientific assessment capacity and efficiency. EFSA will take stock of best practices internally and externally (other EU agencies and international bodies), and will optimise 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 will strengthen multi-and inter-disciplinary working practices and promote harmonisation and exchanges across different areas/panels; it will do so while exploring approaches such as crowdsourcing and cognitive computing to increase the access to the body of evidence informing the risk assessment or in the case of crowdsourcing also to explore innovative approaches to solve methodological and technical issues that could be considered for future risk assessment approaches.

2022 will mark an important milestone for food and feed safety in the EU and will coincide with the 20th anniversary of EFSA's creation. EFSA will hold its 4th Scientific Conference on 21-24 of June 2022 in Brussels to explore how food safety should evolve to meet the goals of a more sustainable future. Within the spirit of the 'One Health – One Environment' approach, the scientific programme of the conference is co-shaped in partnership with European Centre for Disease Prevention and Control (ECDC), the European Chemicals Agency (ECHA), the European Environment Agency (EEA), the European Medicines Agency (EMA), and the European Commission's Joint Research Centre. EU Member States, EFSA's international partners and scientists also co-develop the scientific programme.

Member States cooperation and partnerships

In the area of cooperation and expertise management, EFSA will work in partnership with Member States, EU agencies and international partners to strengthen capacity building, to support the EU and the international risk assessment community, to reduce scientific divergences in the EU and global risk assessment and align risk assessment methodologies.

EFSA will focus its efforts on strengthening and streamlining scientific cooperation with Member States (Advisory Forum, Focal Points, Scientific Networks, Art. 36 Competent Organisations and beyond), EU Institutions, EU organisations (EU sister agencies, and reference laboratories) and international networks and forums to ensure a consistent approach to risk assessment at EU level and to contribute to its international harmonisation. Access to expertise will continue to be a key-priority for EFSA, capitalising on the new set of measures brought by the Transparency Regulation that support the sustainability of the risk assessment model in Europe.

An increased EFSA budget will be available to support Member States projects via grants and other financial instruments alongside other European or international funding schemes. Scientific cooperation tools will evolve to meet the Transparency Regulation requirements including outsourcing preparatory work to Member States.

A new Partnership framework is being designed together with Member States and its Advisory Forum to support the Authority's needs and vision towards a pan-European model for food safety risk assessment that will be operating on a food safety ecosystem. This long-term vision is included in the EFSA Strategy 2027 and its implementation will increase efficiency, enable better management of complexity of science and foster innovation.

To actively respond to the new provisions introduced by the Transparency Regulation[20], EFSA will as of 2022 strengthen work-sharing with Member States, making best use of the recently updated approach to managing the article 36[21] network list, with greater involvement of Member States. A thorough review of Focal Point agreements initiated in 2021, aiming at the establishment of a new Focal Point operational framework, is expected to be concluded by end of 2022, allowing EFSA and Member States to intensify their cooperation in common priority areas of work. In the frame of its activities to implement the Transparency Regulation measures linked to scientific partnerships, EFSA will work on making the art. 36 list of competent organisations fully equipped to respond to work-sharing requests by EFSA. This will imply further development in the area of competencies/expertise mapping within each organisation while expanding the list by including additional organisations.

To avoid duplication of efforts and make full use of resources and synergies among Member States, EFSA is re-visiting its EU Risk Assessment Agenda initiative with the aim to frame it under the new strategic cycle, enabling information exchange to occur, within innovative digital platforms, among a wider pool of MS partner organisations within its ecosystem.

In particular, in the area of pesticides, the Pesticide Steering Network will continue implementing the agreed plan for improving cooperation between the rapporteur, other Member States and EFSA scientists during the risk assessment phase. This will lead to further efficiency gains, increase transparency and ensure the timely identification of key scientific issues to establish common ground during the EFSA peer-review process. In order to increase transparency, the network will pilot meetings open to observers as of 2022. Furthermore, the subgroup on IUCLID[22] has been established to ensure the cooperation, governance and implementation for IUCLID for pesticides across Member States.

Neighbouring countries cooperation

EFSA started in June 2019 the new action: "Preparatory measures for the participation of IPA([23]) beneficiaries in the European Food Safety Authority 2019-2021" with a budget of EUR 500,000. DG NEAR([24]) made available additional EUR 250,000 to extend this work up to 31 May 2022. With the additional funds, EFSA intends to continue to involve IPA beneficiaries in its work and to provide opportunities to strengthen the capacities for risk assessment and communication through the promotion of networking and joint activities between EFSA, IPA and Member States. In parallel, following the past three-year programme of EFSA visits to National Authorities of all EU MS, EFSA will extend its visits as of 2022 also to IPA countries.

Following the request from DG NEAR, EFSA has prepared a short indicative proposal for the next IPA Programme to cover the activities from 2023-2027. The activities will be focused in the areas where the EC and EFSA have special interest in, such as improving crisis preparedness capacity, animal health preparedness, animal welfare, in which the National Food Authorities in the IPA beneficiaries concerned have already indicated that the most benefit can be obtained from a collaborative and transdisciplinary (One Health) approach. The focus will also be on building further IPA's risk communication and assessment capacity; implementation of innovative technology to foster knowledge sharing within the digital ecosystem community; harmonisation with the EU/EFSA methodologies and standards; collaboration in data sharing and reporting initiatives and the visibility of EFSA in the IPA beneficiaries. All activities will take into account the value of networking among peers in the IPA beneficiaries and the EU.

Considering the revised EU policy on cooperation with the neighbouring countries, EFSA will continue to support the European Commission in the implementation of instruments and tools for data collection. Initiatives such as the Autumn Schools, co-organised with IPA countries will continue to be organised to support capacity building and knowledge-transfer.

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[20] Transparency Regulation (EU) 2019/1381 on the transparency and sustainability of the EU risk assessment in the food chain

[21] List of competent organisations designated by the Member States which may assist EFSA with its mission, (art. 36 of Regulation EC 178/2002 and Art. 1 of Regulation EC 2230/2004).

[22] International Uniform Chemical Information database.

[23] Instrument for the Pre-Accession Assistance for EU candidate countries or potential EU candidate countries

[24] Directorate-General for European Neighbourhood Policy and Enlargement Negotiations (DG NEAR)

EU Agencies cooperation

Strengthening cooperation with EU sister agencies —EEA, EMA, ECDC and ECHA — and guiding a more strategic partnership will be at the centre of activities in the years to come, e.g. in the area of data sharing and structure, methodology, expertise and research. Based on successful initiatives in 2019, workshops with individual sister agencies, with specific clusters or all sister agencies together will continue to be organised to discuss intensification of collaboration. Based on imminent or topic-specific needs, EFSA is open to participating in partnerships set-up within flexible agency clusters around a topic or theme. Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be pursued. Cooperation activities with EU Agencies are described in more detail throughout the various parts of the document.

International cooperation

At the international level, EFSA will continue to prioritise multilateral cooperation and to liaise with international organisations and third-country agencies, promoting harmonisation of risk assessment methodologies and tools and collaborating on new development needs. Cooperation agreements with international organisations, such as the WHO, OIE, FAO, IARC and the OECD and risk assessments bodies from third countries, will continue to be the basis for EFSA's operations at global level, in support of the EU international agenda.

Progress in stimulating coherence with EU and international partners is also expected through the operations of different liaison groups. EFSA will continue to advise international partners across the world on the establishment of regional risk assessment structures. The overall aim is to promote a coherent voice and to align priorities by enhancing existing cooperation with risk assessment bodies outside the EU and with international organisations. EFSA will support the European Commission in its international obligations, such as at CODEX Alimentarius Commissions and global commitment such as support to the UN sustainable development goals.

Stakeholder Engagement

EFSA will continue to engage with its stakeholders via an updated Stakeholder Engagement process, focused on quality of science, preparedness and stakeholders' dialogue. The organisation of stakeholder initiatives together with member states and third countries will be explored further together with the implementation of new channels/platforms to ensure regular and effective dialogue between EFSA and its stakeholder community. In this respect activities undertaken by the ART programme, which will be transitioned next year to the Knowledge and Expertise programme, linked to impacting relationship with all external stakeholders, focus on enhancing the actual customer management implementation, in terms of processes and technology as well as developing a customer relationship management roadmap.

To keep stakeholders updated on the progress of the implementation of the Transparency Regulation, a Sounding Board composed of stakeholders, Member States and European Commission representatives is rolled out since 2019 and continues running to provide information on the implementation status of the new provisions and to collect input during different steps in the process. Technical groups composed of stakeholders, European Agencies, European Commission and observers, are working together on specific technical areas.

Knowledge management and Capacity building

Each year EFSA relies on more than 650 scientific experts for the development of its scientific advice and a network of 1,500 scientific experts. EFSA managed this pool of experts, through the Expertise Management Programme aiming to further enhance the availability of external experts collaborating with EFSA. To further enhance these activities the new Knowledge and Expertise Programme, will coordinate all EFSA's activities related to EFSA's knowledge management and expertise within the EU food safety ecosystem, by setting up an ecosystem, communities, platforms, engagement and partnership framework for risk assessment, risk communication, innovation (development activities), and knowledge transfer/capacity building, directly applicable to support the priorities and needs outlined in the EFSA Strategy 2027 implementation plan.

In parallel EFSA continues its efforts to increase the RA capacity at EU level by creating talent pools and communities of knowledge through initiatives such as the EU-FORA Programme (reviewed in

2021), its risk assessment Summer School and training courses (including support to those set under the EC Better Training for Safer Food (BTSF) programme), and to organise regular visits from / interactions with academia (masters, PhD, young researcher). In addition, EFSA is piloting and implementing expert knowledge elicitation, crowdsourcing and cognitive computing solutions in specific areas of its work.

Based on ongoing explorations on the feasibility of engaging communities in food and feed risk assessment through collaborative crowdsourcing and citizen science, crowdsourcing will be incorporated as a tool to inform risk assessments and contribute to innovation.

Cognitive analytics such as machine learning and natural language processing can discover patterns and relationships in information from millions of texts, books, online articles and other sources (e.g. social media), extracting information that could take researchers (humans) decades to discover, retrieve and digest. As a first step in exploring its potential role in risk assessment, EFSA has piloted machine learning and its role in enhancing, scaling and accelerating human expertise. Building further on experience obtained by the machine learning feasibility studies, EFSA is further implementing artificial-intelligence approaches in close collaboration and with possible joint funding with sister agencies and the Commission. Examples include automation of process of Systematic Literature Reviews, where tangible results have been demonstrated in screening of scientific papers by title and abstract, with a demonstrated saving of 50% of time of scientific experts. Another example is a "proof of concept" study to connect a Member State data system with EFSA's data lake using AI tools that assist Member States in producing automated FoodEx2 encoding.

Artificial Intelligence (AI) represents one of the most strategic technologies of the twenty-first century. AI is transforming industry and society, allowing important changes at the global level and posing new opportunities and challenges to be addressed. EFSA has established an AI cluster in close collaboration with relevant DGs', ENVI agencies and Member States to assure alignment, pooling of resources and implementation based on a common AI roadmap. By 2022 EFSA will have a roadmap for action on artificial intelligence (AI) for evidence management in risk assessment. This roadmap will provide recommendations to increase the accessibility and the breath of the body of evidence and to develop a harmonised approach for the implementation of AI methods in evidence management by 2027.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 2.1.1 are presented in table 8.

Table 8. SO2 – Expected Operational results 2.1.1 – Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level

E.O.R 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*EXPLOITATION OF INNOVATIVE SOURCING*						
	Number of unique organisations/entities in unique consortia contributing to EFSA's work programme	43 *(2017-2020)*		60	65	65	70
	Resources allocated to outsourcing RA activities	13.6% of total budget *(2020-2021)*		27.0%	28.0%	28.4%	29.5%
	Share of EFSA's [25] outputs delivered with outsourcers' contribution	N/A		Indicator part of the framework but still under definition			
	EXPERTISE PREPAREDNESS						
	Expertise preparedness to address RM's requests	94% *(2020)*		95%	95%	95%	95%
	ENGAGEMENT						
	Engagement activities	N/A		20	25	30	30
Dimension: **Efficiency**	*DELIVERED VOLUMES*						
	Number of project deliverables finalised	83% *(2021)*		85%	85%	85%	85%
	USE OF RESOURCES						
	Amount of resources used	16.0% of total budget *(2020-2021)*		12.7%	8.9%	7.1%	6.5%

EOR 2.1.2 The quality and scale of crisis preparedness and the identification of emerging risks is improved.

Strengthened foresight and horizon scanning will lead to this result, and so will the linking of early warning systems and data systems across the EU bodies, EU Agencies with different remits, Member States and international organisations such as WHO, FAO and OIE. This can be achieved by further evolving the existing networks on emerging risks. Better coordination in media and social media monitoring and early warning communications will support these efforts.

Foresight and Horizon scanning and media monitoring

Considering the immense speed in which science and technology evolves, EFSA needs to anticipate new scientific methodologies, new types and analysis of data and innovative food-chain products and production methods as early as possible, in order to continue to provide fit-for-purpose scientific advice in the future. Preparedness for future risk assessment challenges is not necessarily linked to risks (e.g. development of a new science technology) and therefore expands beyond the remit of the emerging risks detection system. EFSA will reach out to all its ecosystem partners and stakeholders to get relevant input and help set priority areas for preparedness.

To increase the EU preparedness for risk assessment challenges, a special emphasis on biological hazards, plant health and animal health is planned for the period 2021-2024.

[25] Frozen in 2022, as the needed APPIAN module is not in use yet

Concerning the anticipation of future risks and challenges, work is continuing with the exploration of methods and approaches for identifying emerging risks, including the concept of drivers of emerging risks, taking climate change as a first example. Work is continuing on the Ciguatera toxin in collaboration with Member States.

Methodological developments for horizon scanning and risk ranking for plant pests, along with surveillance methods, will support EU preparedness for plant health crises. The work on horizon scanning regarding new or emerging plant pests has built on the existing cooperation with the JRC in the area of automated media monitoring and since 2019 it has been extended to automated literature monitoring of new and emerging plant pests. New pests identified are ranked and then, following prioritisation by EC and MS, their risk is further categorised by EFSA. The media monitoring methodology was also extended to animal health and animal welfare.

Continuing the preparedness work in the area of animal health and welfare, EFSA will focus on risk profiling regarding the introduction and spread of Category A listed diseases (AHL) and vector-borne diseases.

Surveillance

In the area of surveillance, the tools developed by EFSA for animal health and food safety are being improved and validated to be used also for plant health and are currently being tested in cooperation with the Commission and Member States. The focus in the area of plant health will be on extending EFSA work for EU plant health surveillance to all Union Quarantine Plant Pests, to develop multi-pests crop-based survey guidelines and to strengthen the EFSA support to MS for the application of EFSA risk and statistics based surveillance tools (for which specific guidelines for *Xylella fastidiosa*, Citrus black spot and Emerald ash borer have been already provided).

Highlights in the area of international collaboration will include harmonised data collection on the geographical distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean basin, and the planned harmonised disease surveillance of wildlife populations. EFSA will strive to automate data collection on animal disease outbreaks and surveillance, making it less labour-intensive for both Member States and EFSA. Dashboards will be created to validate submitted data, and predefined tables and maps will be generated that could be used by Member States for their own purposes (e.g. presentations at meetings of the Standing Committee on Plants, Animals, Food and Feed). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, and avian influenza). The tool developed for avian influenza (Migration Mapping Tool) allows the visualising for MSs the location and connectivity of 50 target wild bird species of relevance to control highly pathogenic avian influenza.

Crisis preparedness

In crisis preparedness, EFSA will continue to implement its 4-year crisis-training programme, in collaboration with Member States and other EU agencies including the newly established HERA[26], to develop urgent response capacity in both RA and risk communication, focusing on different areas of EFSA's remit. The further implementation of methodologies developed with BfR enabling back and forward traceability of foods following a food-borne outbreak will also be a point of focus, while continued support will be provided to the Rapid Alert System for Food and Feed.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 2.1.2 are presented in table 9.

[26] Health Emergency Response Authority: A dedicated European authority that will strengthen the EU's preparedness and response capability for new and emerging cross-border threats to human health.

Table 9. SO2 – Expected Operational results 2.1.2 – The quality and scale of crisis preparedness and the identification of emerging risks is improved

E.O.R 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*INTEROPERABILITY IN EMERGING RISKS IDENTIFICATION*						
	Ensure identification of emerging issues	29 potential emerging issues *(2016-2019)*		between 25 and 35	between 25 and 35	be-tween 25 and 35	be-tween 25 and 35
	EMERGING RISKS PREPAREDNESS						
	Ensure preparedness: % of emerging issues that lead to an action	N/A		50%	50%	50%	50%
	INTEROPERABILITY IN CRISIS PREPAREDNESS						
	Cooperation in Crisis Preparedness	29% *(2018-2020)*		30%	35%	40%	50%
Dimension: **Efficiency**	*DELIVERED VOLUMES*						
	Number of project deliverables finalised	80% *(2021)*		85%	85%	85%	85%
	USE OF RESOURCES						
	Amount of resources used	2.6% of total budget *(2020-2021)*		2.7%	3.4%	3.6%	4.3%

EOR 2.1.3 The quality of scientific guidance and methodologies, with the necessary risk assessment capabilities is improved to address future challenges.

Within its risk assessment approaches, EFSA will develop and integrate new scientific developments focusing on NAM[27]-based methods and the minimization of animal testing, innovations in food systems, data, and technology, and strive to meet One health policy needs.

EFSA will strengthen its involvement with Member States, the Commission, EU agencies and international partners in harmonising cross-cutting and sectoral guidance and methodologies that underpin its risk assessments. EFSA's Risk Assessment & Methods preparedness programme in synergy with the EFSA regulatory research activities will play a key role in developing and prioritising EFSA developmental activities in regulatory science to implement the EFSA's strategy 2027. They stimulate innovation, will support scientific cooperation and foster partnerships across EFSA, as well as between EFSA and risk assessment bodies in Member States, other EU agencies, JRC, Third countries and international organisations, and centers of excellence in and outside the EU.

In this context, the projects and activities coordinated in the previous strategy cycle by the EFSA's risk assessment methodologies programme (RAMPRO) in the areas of harmonisation of risk assessment methodologies and use of evidence, chemical risk assessment for human and animal health, environmental risk assessment of chemicals and biological risk assessment will be gradually integrated in the new Risk Assessment & Methods preparedness programme. This integration will ensure continuity of work and will contribute to meeting new programme's scope to:

[27] New Approach Methodologies

- facilitate the identification, development and implementation of new methodologies for regulatory science;
- ensure preparedness for new types of assessment driven both by evolving scientific knowledge and by evolving legislation;
- ensure EFSA is taking into account the latest developments in food/feed production to ensure that EFSA anticipates emerging risks and is prepared to respond rapidly to crises.

Methodological developments

One of the key projects for EFSA is the implementation and further method development for the cumulative risk assessment of pesticides, for which in 2021 EFSA and SANTE published a dedicated action plan[28] Starting with the first EFSA outputs on the cumulative risk assessment of pesticides for thyroid and nervous system in spring 2020[29]. This continuous activity since then, will be further developed with European and international partners and will serve as a basis for the elaboration of new cumulative assessment groups from 2022 onwards. By 2022 EFSA will have a roadmap for action on combined exposure to multiple chemicals, which will provide recommendations for implementing a harmonised approach to assess human health risk resulting from both non-dietary and dietary exposure to multiple chemicals by 2027.

In particular in the area of pesticides work will continue on cumulative risk assessment, in close cooperation with Member States Competent Authorities through partnerships, with a focus on the establishment of additional cumulative assessment groups (CAGs) for pesticides based on a plausible common toxicological effect, and the development of probabilistic exposure assessment in the annual report on pesticide residues. In addition, the update of the OECD MetaPath database for the incorporation of pesticide residues data will be finalised and corresponding data will be published on the EFSA Knowledge junction.

To improve preparedness for future requests and develop fit for purpose methodologies that can improve current risk assessment requirements and also future needs EFSA is investing resources in the area of in silico and in vitro toxicology and allergenicity risk assessment, bioinformatic tools and improving animal dietary exposure by developing standards for future harmonised feed consumption data collections.

By 2022 EFSA will have a roadmap for action for a European Partnership for system-based environmental risk assessment. This roadmap aims to provide recommendations to build a platform for cooperation where harmonisation of methods and tools can take place to facilitate the transition to system-based regulatory environmental risk assessment by 2030.

A roadmap for action on advancing environmental risk assessment of chemicals for insect pollinators, will also be developed by 2022. This roadmap will provide recommendations how to address the current and future risk assessment challenges to further advance the environmental risk assessment of chemicals (such as plant protection products, biocides, veterinary drugs, fertilisers) for insect pollinators by 2030.

Regarding environmental risk assessment of pesticides, the work on developing methods for assessing bee health will continue in support of guidance development, through the continued development, testing and calibration of the ApisRAM model. In parallel, the work on bees will be extended to cover pollinators in general.

Furthermore, work will start to make an inventory of new technological developments (eg precision farming, digitalisation of farms) as well as an assessment on the introduction of these new techniques on the currently used risk assessment methodologies.

EFSA activities on microbiome capacity building will continue in 2022-2024. Two thematic grants have started to map how considerations regarding microbiomes (gut and environment) could be envisaged for incorporation into EFSA's risk assessment. By 2023 EFSA will have a roadmap for action on the application of omics and bioinformatic approaches in risk assessment. This roadmap will promote the

[28] EFSA-SANTE Action Plan on Cumulative Risk Assessment for pesticides residues.
[29] Additional assessments focussing on chronic acetylcholinesterase inhibition and craniofacial malformation followed aiming to be concluded by the end of 2021. Furthermore, a prioritisation implemented in 2021, allows EFSA to identify the most critical pesticide active substances and target organs.

consolidation of innovative OMICS technologies (and associated big-data bioinformatic tools) and provide recommendations for implementing OMICS approaches (e.g. metabolomics, proteomics, epigenomics) in regulatory science to shift away from traditional observational tests and capitalise on the understanding of mechanisms behind adverse effects by 2030.

Developments in the field of evidence appraisal will continue following the recent publication of the draft scientific opinion on appraising and integrating evidence from epidemiological studies for use in EFSA's scientific assessments.

The ongoing sharing of information on international practices in all these areas will continue, and dedicated activities will be organised to disseminate knowledge on methodologies. During this period, increased emphasis will be placed on the implementation of existing guidance through the production of supporting documentation to facilitate the work of the panels and associated training.

By 2022 EFSA will have a roadmap for action on new approach methodologies in risk assessment. This roadmap will define priorities for the incorporation of NAMs[30] in risk assessment of chemicals in food and feed, a multiannual strategy for increasing the use of NAMs in human health risk assessment so that the large majority of EFSA requests for additional data are based on NAMs by 2027. The integration of New Approach Methodologies (NAMs) in EFSA risk assessments will cover three complementary goals, reduction of animal testing, filling hazard information gaps for data poor-chemicals, and last but not least, moving towards more informative risk assessments, through the integration of existing (human/animal) data and NAMs for a better mechanistic understanding of the biological interactions that leads the hazards and risk of chemicals, both in isolation and in chemical mixtures. The collaborative inter-unit efforts will continue with key projects such as the use of Adverse Outcome Pathways as tools for mechanistic understanding in risk assessment, toxicokinetic models for the extrapolation of in silico and in vitro information to the in vivo situation or grouping chemicals for addressing the effects of chemical mixtures. In addition, EFSA will further explore the evolution of the risk assessment paradigm for the identification of drivers for addressing human and environmental variability, linked to the identification of susceptible subpopulations requiring specific considerations during the risk assessment process.

EFSA will collaborate with EMA to evaluate different exposure models for dual-use substances within the regulatory domains of pesticide residues, veterinary medicines and feed additives). The rationale for this activity stems from the fact that some food-borne hazards are regulated by different regulatory frameworks (and different models of dietary exposure) which could result in different risk assessment outcomes for the same substance.

Guidance development

EFSA, MSs and SANTE started a comprehensive analysis of the existing and missing Guidance Documents, to allow the setting of a multiannual plan of revision.

Cross cutting guidance documents

New guidance on benchmark dose (BMD) and a BMD platform will also be finalised. Guidance on read-across approaches will be published in 2022. Cross-cutting guidance development work will continue at the Scientific Committee with the gradual implementation of the guidance on harmonised methodologies for the characterisation of uncertainties. The Scientific Committee will update its guidance for addressing risk –benefit analysis. Work on evidence appraisal will continue.

EFSA will embark on the production of new guidance on environmental risk assessment (ERA) of nanomaterials. The guidance on scientific criteria for grouping chemicals into assessment group for human risk assessment of combined exposure to multiple chemicals will be finalised by spring 2022, together with the opinion evaluating existing guidelines for their adequacy for the food and feed risk assessment of micro-organisms obtained by synthetic biology.

Sectoral guidance documents

EFSA's scientific panels and units will continue to develop and update guidance for applicants in the area of regulated products. This work will help provide the basis for harmonised, reproducible risk

[30] New approach methodologies

assessments and make the pre-authorisation process more efficient and predictable. The revision of the guidance documents applicable to the evaluation of flavourings and smoke flavourings should be completed in this period, following an extensive stakeholder consultation.

Scientific developments in the area of biotechnology have occurred at a very fast pace, and therefore EFSA will review the fitness of its risk assessment guidelines for GMOs in this area, to also support Europe ambitions for sustainable food systems.

As indicated in Section 2.1, EFSA continues the assessment of active substances following the guidance for assessing endocrine disruptive potential[31] with the purpose to gain experience and in a second step analyse the lessons learnt and progress towards an expert analysis of higher-tier risk assessment and study designs and incorporate the learning in assessment work.

In the area of pesticides and human health, activities are progressing in the definition of testing strategies to support the assessment of developmental neurotoxicity effects, as well as general assessment methods taking into account animal welfare (e.g. IATA[32], AOP[33]).

EFSA – ECHA common activities on Pesticides

Since 2019, EFSA and ECHA have worked closely on requests from the European Commission to develop guidance documents for assessing risks to bees from plant protection products and biocides respectively. Both agencies have leveraged each other's expertise, communicate on a regular basis and attend each other's (Working Group) meetings when appropriate. EFSA and ECHA profiled their ongoing guidance work at a joint session during EU Pollinator Week 2021 hosted by the European Parliament, the European Commission and the Slovenian Presidency of the Council.

EFSA and ECHA published a joint guidance document in 2018 for the assessment of endocrine properties on pesticides and biocides on request from the European Commission. Since its publication, EFSA and ECHA have been working closely to ensure harmonisation and consistency for the application of the guidance and to train Member State experts via BTSF training courses organised by SANTE.

The European Commission requested EFSA and ECHA in 2019 to develop a Guidance Document on the impact of water treatment processes on residues of active substances of plant protection and biocidal products or their metabolites in water abstracted for the production of drinking water.

EU legislation on pesticides and biocides contains a requirement to ensure that the use of plant protection products or biocidal products should not have any immediate or delayed harmful effects on human health, directly or through drinking water. Currently, there is no agreed guidance available addressing these issues for applicants and regulatory authorities. A procurement for a consortium of between two contractors to develop a draft of the guidance is in place. Both ECHA and EFSA are working with the contractors.

Methodological developments under envisioning

EFSA should start key new developmental activities in 2022 such as:

-in the Chemical RA area:

- protein safety assessment: in silico/in vitro toxicology and allergenicity developments
- refinement of the RA methodology for Open Reading Frames
- inter-human variability in toxicodynamics
- the use and reporting of historical control data (HCD).

-in the Environmental RA area:

- toxicokinetics and toxicodynamics (TKTD) model development for the long-term risk assessment for birds

[31] Regulation (EC) No 1107/2009 of the European Parliament and of the Council of 21 October 2009 concerning the placing of plant protection products on the market and repealing Council Directives 79/117/EEC and 91/414/EEC.
[32] Integrated Approaches to Testing and Assessment
[33] Adverse Outcome Pathway

- thyroid disruption in wild mammals and amphibians identification of adverse outcomes in the context of adverse outcome pathways.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 2.1.3 are presented in table 10.

Table 10. SO2 – Expected Operational results 2.1.3 – The quality of scientific guidance and methodologies is improved to address future challenges

E.O.R 2.1.3: The quality of scientific guidance and methodologies is improved to address future challenges							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*METHODOLOGICAL PREPAREDNESS*						
	Methods preparedness to address RM's requests	90% *(2020)*		90%	90%	90%	90%
	Up-to-date scientific guidance documents	82% *(estimated, based on a sample)*		90%	90%	90%	90%
	COOPERATION						
	Cooperation in methodology development	90% *(2020 estimation)*		100%	100%	100%	100%
Dimension: **Efficiency**	*DELIVERED VOLUMES*						
	Number of project deliverables finalised	*83% (2021)*		85%	85%	85%	85%
	USE OF RESOURCES						
	Amount of resources used	9.8% of total budget *(2020-2021)*		12.8%	14.9%	15.9%	15.7%

EOR 2.1.4 Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured

With a view of contributing to the achievement of Sustainable Development Goals (SDGs) Exploratory studies and projects to implement new legislation will be undertaken; EFSA will advocate for relevant topics of regulatory interest to be included as priorities for EU co-funded research programmes particularly the EU research and Innovation framework programme Horizon Europe. Jointly with ENVI agencies, EFSA will propose solutions that support simplification, cost savings and improved regulatory predictability, such as for example the "One substance-one assessment" approach.

EFSA upholds the Green Deal initiative proposed by the new European Commission in support to the Sustainable Development Goals and the Paris Agenda and will look for ways to contribute to its implementation under its new strategy 2027. The European Green Deal has multiple objectives, including making Europe the first climate-neutral continent, and putting forward a "Farm to Fork Strategy" and Chemicals Strategy for sustainability along the whole value chain. EFSA will work in close cooperation with other EU Agencies collaborating and contributing towards One health as well as One Substance One Assessment to mutualise on each other's competences and resources in shaping and delivering on these overarching goals.

EU Chemicals strategy and one substance – one assessment

EFSA is fully engaged with the implementation of the Chemicals Strategy for Sustainability (CSS)[34], and is devoting a number of resources to the relevant Working Groups established by the European Commission-DG ENV[35]. Within CSS, the One Substance One Assessment (OSOA) is of particular interest to EFSA, owing to the foreseen impacts on the organisation. The Commission has already announced its plan to coordinate and simplify actions across EU Chemical legislation which includes the rationalisation of the use of expertise and resources by proposing the reattribution of technical and scientific work on chemicals performed under the relevant pieces of legislation to European agencies. Besides this, a specific package on Methodologies and Data is foreseen which includes, among others: the allocation of CLP Regulation as a central piece for hazard classification, the revision of the definition of nanomaterial, the development of a common open platform on chemical safety data, the promotion of the reuse and harmonisation of human and environmental health-based limit values, the establishment of tools and practices to ensure that relevant academic data are available for regulatory purposes. A stronger collaboration has started with ECHA and a position paper on OSOA was delivered in May 2020[36]; this enhanced collaboration is also expected with EMA.

EFSA is currently structuring the relevant activities held under CSS and OSOA (2021-2022) to (i) identify the needs to implement CSS-OSOA from the scientific, technical and administrative points of view, and (ii) establish a roadmap to execute in practice the listed actions. In a second phase (2022-2024) CSS-OSOA activities will be implemented.

Especially in the area of pesticides, EFSA will continue working together with ECHA in the scientific and administrative processing of (hazard) data on pesticidal-active substances. This will ensure regulatory consistency and efficient and effective use of the data available[37] in alignment with the Harmonised Classification and Labelling (CLH) procedure[38]. In turn this will also lead to a full understanding of the hazardous properties of the substances in support of the decision on their approval/renewal at EU level. In the upcoming years the EFSA-ECHA collaboration will be further strengthened as regards classification of active substances under Regulation (EC) No 1272/2008, in accordance with Commission Implementing Regulation (EU) 2020/103 of 17 January 2020 amending Implementing Regulation (EU) No 844/2012 as regards the harmonised classification of active substances.

Other One Health policy needs

Work will continue on the establishment of a 'One Health' system with ECDC (two interoperable systems) for the collection and analysis of whole-genome sequencing (WGS) data from human and food/animal isolates to support foodborne outbreak investigation. EFSA is carried out a number of methodological development activities aiming at contributing to the one health policy needs, such as on cumulative risk assessment and environmental risk assessment, which are described in section 2.1.3 above. Additional work will depend on further explorations with DG SANTE and other EU Agencies.

EU research needs

EFSA will also continue to set up cooperation clusters with EU agencies, reference laboratories and Member States, in close collaboration with the Commission services (e.g. DGs SANTE/RTD/AGRI/ENV and JRC), to strengthen the identification and take-up of research priorities by funding bodies. EFSA also intends to increase its engagement in EU research activities to ensure it stays abreast of scientific developments that can foster its risk assessment activities. EFSA will organise the second Risk Assessment Research Assembly (RARA) event to bring together EU and national research funders,

[34] Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions The European Green Deal. Available online: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52019DC0640

[35] WG02 Safe and sustainable chemicals, WG04 Generic Risk Approach, WG05 Endocrine disruptors, WG06 Mixtures, WG07 One Substance-One assessment (OSOA), WG08 Indicators, WG09 Enforcement and WG10 Funding R&I

[36] Communication in the EFSA Website: https://www.efsa.europa.eu/sites/default/files/corporate_publications/files/EFSA-ECHA-position-paper-OSOA.pdf

[37] in the peer review process for the approval/renewal of pesticide active substances, undertaken by EFSA in line with Regulation (EC) 1107/2009

[38] undertaken by ECHA under Regulation (EC) No 1272/2008ulation (EC) No 1272/2008

policy/decision-makers and leading researchers to discuss how food safety regulatory research can support the Sustainable Development Goals (SDGs) and relevant European policies and foster alignment of food safety research and innovation investments to support regulatory science outcomes.

Moreover, it will contribute to relevant aspects of the Horizon Europe research programme cycle, to stimulate research and innovation to support risk assessment activities and policy making. EFSA will cooperate with the FoodSafety4EU project working on Food Safety Systems of the Future and be involved in preparation and start-up of European partnerships in EFSA's remit such as PARC, the One Health Antimicrobial Resistance; Animal health: fighting infectious diseases; Environmental Observations for a sustainable EU agriculture; and the Safe and Sustainable Food Systems for People, Planet & Climate.

Following potential requests from the Commission, EFSA, will manage the launching of verification studies, ensuring that the objectives of Regulation (EU) 2019/1381 on transparency, sustainability, preparedness and robustness are met.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 2.1.4 are presented in table 11.

Table 11. SO2 – Expected Operational results 2.1.4 – Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured

E.O.R 2.1.4: Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*EFFECIVE RESEARCH COORDINATION & ADVOCACY*						
	Participation to research projects	34 *(2020)*		39	45	51	57
	ENGAGEMENT IN RESEARCH COORDINATION & ADVOCACY						
	Activities related to Green Deal	N/A		25%	40%	30%	25%
Dimension: **Efficiency**	*DELIVERED VOLUMES*						
	Number of project deliverables finalised	100% *(2021)*		85%	85%	85%	85%
	USE OF RESOURCES						
	Amount of resources used	2.3% of total budget *(2020-2021)*		2.4%	2.7%	2.3%	2.4%

EOR 2.1.5 Wider access to, and broader exploitation of, data and analytics is achieved.

EFSA will strengthen a collaborative data governance together with Member States and other Agencies, improve data quality and interoperability in line with the One Health approach, and draw on Artificial Intelligence-enabled analytics and technologies. Activities will be supported by novel data services and data products developed, using collaborative digital platforms delivered in a One Health EU ecosystem.

As a continuation of the Information Management Programme (2015-2021) the new Data and Evidence Programme (2022-2027) as well as the ART Programme (2019-2022) will continue to coordinate data and evidence projects with the aim to increase transparency of the scientific outputs by providing access to underpinning evidence.

The programmes will also focus on improving data quality and data interoperability, via data standardisation processes and/or via Artificial Intelligent solutions, on exploring and harvesting new

data paradigms (e.g. data connections, data lakes, linked data) and new data streams to support discoverability, usability, dissemination, visualisation and analysis. This will be further supported via the use of APIs (Application Programming Interfaces) and web services.

EFSA will do so in collaboration with European and International partners leveraging FAIR (findable, accessible, interoperable, and reusable) data principles and innovative data analytics. EFSA will collaborate with European and international partners to establish/promote the use of interoperable data standards and terminologies: e.g. SSD2, OHT (OECD harmonised template) Standard Definition Group, FAO, JRC, WHO, FDA, etc.

In this context, EFSA will continue to participate in data-exchange networking groups, with data owners in the EU Member States (e.g. Advisory Forum Advisory Group on Data Collection), European Union institutional partners (e.g. Health Policy Agencies Collaboration (HPAC)) and international organizations (e.g. WHO).

EFSA will promote collaborative data projects stemming from HPAC, the Advisory Forum Advisory Group on Data, 'One Substance One Hazard Assessment' (OSHA), and IPCHEM ensuring efficiency, effectiveness, timeliness in sharing data or in generating new data, and promoting the definition of data access rules during the legislative process in a collaborative mode with the EC, the EU MSs, Industry and in collaboration with national and international organizations.

EFSA will promote and boost data literacy and data analytical capacity via the sharing of knowledge and expertise amongst the European Food Safety Ecosystem Community partners.

Data related projects and initiatives

a. DAMA 2.0 projects

From 2022, EFSA will start working on the second phase of the DAMA project (DAMA 2) starting from the Rebuild Data Project, focused on re-engineering and sharing Data Collection/Connection, Data Storage, Data Management and Data Analysis solutions in collaboration with other EU Agencies, the National Competent Authorities and the European Commission.

In this context, EFSA will keep engaging with member states and agencies to pool resources and focus on connectivity, interoperability and co-creation of data and data analysis and model platforms implementing approaches such as Artificial Intelligence and will engage with an Ecosystem of European partners Health Policy Agency Collaboration (HPAC) to explore co-funding and co-creation of digital solutions.

In line with digital single market principles and suggestions, a revamped portal exposing application programming interfaces (APIs) will be implemented to allow access to EFSA data and evidence using machine-to-machine interfaces. Not to forget human access to data, new data dissemination solutions and tools will be made available via the EFSA's Website, the OpenEFSA Portal and the EFSA's DWH.

In this context, dedicated interfaces have been built to allow automatic transfer of EFSA metadata to the European Union Open Data Portal and IPCHEM portal, and publication in the Knowledge Junction of public datasets collected by EFSA and contained in the EFSA Scientific Data Warehouse (those datasets will be assigned a unique data DOI for easy reference). EFSA will continue to engage with the JRC of the EC as well as European partners to increase the visibility of European chemical monitoring data on the IPCHEM portal and with the Publication Office to increase the visibility of EFSA's data in the European Open Data Portal.

EFSA will continue its efforts towards more openness through the continued publication of digital objects (e.g. datasets and models supporting EFSA's scientific assessments) on its Knowledge Junction to enable links to methods and tools developed by EFSA and other scientific bodies. An increasing number of web applications of specific models linked to guidance documents or relevant for stakeholders will be made available on a specific web platform (R4EU) accessible through the Knowledge Junction. Models linked with guidance documents or opinions will be available through the Knowledge Junction, while standalone browser-run versions of selected apps linked toopinions or guidance documents will be made increasingly available through the R4EU platform via any nternet connection. In addition, EFSA will develop open access dietary exposure tools in other regulatory domains such as novel foods.

In order to advance the accessibility of the data components of risk assessment and risk communication and to encourage active contributions from digital ecosystem participants, EFSA will develop a framework to create metadata and make it searchable. This is intended to form a foundation on which to build active information and knowledge contribution which is discoverable to all interested parties in an easy, fast and personalised way, which delivers value to the work of both EFSA and our partners.

b. Data Collections Initiatives and new Data Streams Projects

EFSA will continue to support Member State data providers on transmitting data to EFSA and will continue to streamline its annual data collections that underpin its scientific advice and the annual EU summary reports on zoonoses and food borne outbreaks, surveillance for avian influenza in poultry and wild birds in the EU, AMR, pesticide residues, veterinary medicinal product residues and TSEs.

EFSA will continue to engage with European and international partners to implement EFSA's FoodEx2 food classification and description system to improve data interoperability and data exchange relevant to EFSA's remit.

The Farm to Fork Strategy aims at ensuring food security, nutrition and public health – so that European consumers have access to sufficient, nutritious, sustainable food that upholds food safety standards while meeting dietary needs. EFSA will deliver the final wave of its EU Menu project that was established in 2011 to collect more harmonised European food consumption data for use in dietary exposure assessments to food-borne hazards and nutrients. Building on this, EU Menu phase 2 will be rolled out to ensure continued collection of European food consumption data using the most up to date methodologies and availing of the digital tools for data collection.

EFSA will develop an open access European food composition database to enable more up to date estimates of energy and nutrient intakes to be calculated for European consumers. This will serve the needs to estimate upper levels of nutrients in foods as well as any related future questions within the remit of nutrition. In addition, EFSA will develop a European Environmental Footprint of Food database as a preparatory measure to assess the environmental impact of diet.

EFSA will support the "Pathogens in foods database and web application (PIF)", a specific database developed so far through a joint project by the Polytechnic Institute of Braganza (IPB, Portugal) and ANSES (France).

By 2023 EFSA will also have a roadmap for action on quantitative risk assessment and data collection in animal welfare. This roadmap will provide recommendations to overcome the knowledge and data gaps on the rearing conditions and welfare state of farm animals in the EU and implement a quantitative assessment methodology by 2030.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 2.1.5 are presented in table 12.

Table 12. SO2 – Expected Operational results 2.1.5 – Wider access to and broader exploitation of data and analytics is achieved.

E.O.R 2.1.5: Wider access to and broader exploitation of data and analytics is achieved							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*DATA PREPAREDNESS*						
	Evidence preparedness to address RM's requests	76% (2020)		78%	78%	79%	79%
	DATA ACCESSIBILITY						
	Efficacy of EFSA's data ecosystems services	1 *(2021)*		2	3	4	5
	Availability of structured data formats in Regulated products domains	41% *(2021)*		41%	44%	TBD	TBD
Dimension: **Efficiency**	*DELIVERED VOLUMES*						
	Number of project deliverables finalised	71% *(2021)*		85%	85%	85%	85%
	USE OF RESOURCES						
	Amount of resources used	5.3% of total budget *(2020-2021)*		7.0%	8.0%	8.1%	6.3%

1.3 Empower people and ensure organisational agility

Strategic Objective 3 is about managing and enabling EFSA's operations. EFSA will focus on attracting talents and developing people, organisation, culture, services and tools to increase staff efficiency of its operations. Strengthened institutional partnerships will ensure alignment with higher-level strategies and goals and increase effectiveness.

The expected outcome of EFSA's work programme in this area is **improved reputation of EFSA as an accountable institution and an attractive employer.** EFSA and its staff will guarantee the efficient implementation of its strategy and entrusted resources, through effective governance, management, and enabling services, inspired by its five core values. This will be done in close *partnership* with EU Institutions. Demonstrating accountability[39] and efficiency to the EU Parliament, Council and the European Commission will improve the organisational reputation. EFSA will empower its staff and invest in talent management, attracting expertise to support the implementation of its Strategy.

Multiannual targets of the key performance indicators designed to monitor the expected outcome 3.1 are presented in table 13.

Table 13. SO3 – Expected Outcome 3.1 – Improved reputation of EFSA as an accountable institution and an attractive employer.

E.O. 3.1: Improved reputation of EFSA as an accountable institution and an attractive employer.						
KPI	**Baseline**	**Execution**	**Target**			
		2020	**2022**	**2023**	**2024**	**2025**
Dimension: Reputation						
Customers/Partners/Stakeholders' satisfaction on COHERENCE	75%[40] *(2019-2020)*		75%	75%	80%	80%
Customers/Partners/Stakeholders' satisfaction on GOVERNANCE	70%[41] *(2019-2020)*		70%	70%	75%	75%
Customers/Partners/Stakeholders' satisfaction on ORGANISATIONAL EFFICIENCY	80%[42] *(2019-2020)*		80%	80%	85%	85%
Dimension: Relevance						
Strategy implementation plan achieved	N/A		30%	45%	60%	75%

EOR 3.1.1 Staff engagement is inspired by EFSA's value system.

Efforts focussing on competency management and talent development, promoting a culture of agility, accountability, trust, and care are expected to inspire employee engagement and, more broadly, improve the attractiveness of EFSA as an employer.

EFSA will scout, source, develop and deploy competencies, engaging and aligning a diverse, committed and high-performing workforce to EFSA's mission and culture, and the needs of the new Strategy 2027 and the Transparency regulation. It will do so with the following key actions:

[39] Accountability is at the foundation of EFSA's culture and means that each individual staff member is willing to accept responsibility for their actions: serving the public interest with integrity and striving to increase the value we deliver to the society

[40] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

[41] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

[42] Baseline created after looking at 2019 Customer Feedback Survey, 2020 Reputation Barometer, and considering the draft questions to be used from 2021 onwards

- Optimize EFSA's human capital by continuously nurturing staff engagement, enforcing reward & recognition mechanisms and via strategic succession planning, ensuring growth and retention of internal talents; implement activities to increase EFSA's attractiveness for skilled staff.
- Develop a knowledge management framework fostering continuous learning and collaboration between in-house staff and external experts. Further evolve EFSA as a learning organisation at individual (skills and behaviours), team (knowledge sharing, collaboration and issue-solving) and organisation – wide (capability improvement, talent engagement and alignment to strategy) level
- Leverage and promote new ways of working fostering autonomy, accountability, digital dexterity and an agile culture; Set up working environment and processes conducive to collaboration, innovation and knowledge-sharing
- Strengthen managerial and leadership competencies & empower people; develop performance management, change management and business transformation capabilities

Multiannual targets of the key performance indicators designed to monitor the expected operational result 3.1.1 are presented in table 14.

Table 14. SO3 – Expected Operational results 3.1.1 – Staff engagement is inspired by EFSA's value system.

E.O.R 3.1.1: Staff engagement is inspired by EFSA's value system							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*STAFF ENGAGEMENT*						
	Staff engagement index	79% *(2019)*		80%	80%	82%	82%
	Future of work – digital culture	73.8% *(2021)*		75%	77%	80%	83%
	ATTRACTION AND RETENTION OF REQUIRED COMPETENCES						
	Occupancy rate	92.2% *(2020)*		93.2%	96.8%	97.1%	97.7%
	Leadership and management index	77% *(2020)*		79%	79%	79%	79%
	Staff geographical balance	56% *(2020)*		60%	62%	63%	64%
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Use of resources	3.5% of total budget *(2020-2021)*		3.5%	3.5%	3.4%	3.4%

EOR 3.1.2 User satisfaction and efficiency of enabling services is enhanced.

This is achieved by investing in technological infrastructure, methods for digital collaboration, and initiatives to make processes more efficient and services more user-friendly.

EFSA will ensure via a partnering approach the provision of best-in-class enabling services and solutions in support to the core business. It will do so with the following key actions:

- Integrate, standardise and streamline the provision of transactional, administrative and scientific support services via a shared service office and single point of contact.

- Implement process leaning initiatives as well as integrating developments in technological infrastructure and digitalisation, to standardise, streamline and automate as much as possible the activities currently performed.
- Optimize financial tools and instruments (grants, etc.) to foster participation and engagement of MSs in EFSA's activities.
- Evolve confidentiality, competing interest and public access to document services to align with modern business practices e.g. outsourcing of technical activities.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 3.1.2 are presented in table 15.

Table 15. SO3 – Expected Operational results 3.1.2 – User satisfaction and efficiency of enabling services is enhanced

E.O.R 3.1.2: User satisfaction and efficiency of enabling services is enhanced							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*USER SATISFACTION*						
	User satisfaction on enabling services	80% *(2020)*	TBD	80%	80%	80%	80%
	TIMELY DELIVERY						
	Compliance with Service level agreements (SLAs)	80% *(2020)*	TBD	80%	80%	80%	80%
	DIGITAL MATURITY						
	Digitalisation Index	28% (2021)	TBD	28%	30%	45%	48%
Dimension: **Efficiency**	*USE OF RESOURCES*						
	Amount of resources used	14.9% (2020-2021)		14.1%	13.3%	12.2%	12.0%
	EFFICIENCY GAINS						
	Enabling services staff efficiency	+12.5% (2020-2021)		+13.3%	+14.8%	+15.1%	+21.3%

EOR 3.1.3 Operational performance is ensured

An integrated and lean system for management and governance, adequate internal control and assurance, an embedded results-based approach, and quality management powered by continuous improvement will ensure EFSA's operational performance. The implementation of the recently adopted EFSA Strategy 2027 and the Transparency regulation objectives, will be leveraged by an udpated process and technology architectures and new organisational design.

An overarching action is the integration and streamlining of EFSA's management systems towards a set of unified objectives to underpin accountability, considering all applicable EU and Interrnational standards, and integrating the underlying processes, organization, technologies and information. More specifically it will focus on the following key actions:

- Responsive governance and decision-making
- Strengthening the use of results and performance metrics to steer and optimize the strategy delivery
- Applying an integrated yet lean set of assurance and internal control mechanisms to ensure compliance and ensure optimal budget execution in compliance with rules and regulations

- Integrating quality management objectives and practices in EFSA's processes to ensure continuing customer satisfaction
- Implementing a comprehensive set of continuous improvement and leaning actions to achieve regular efficiency improvements
- Enhancing health, safety, security, and the environment, particularly in the areas of information security, business continuity, and greening initiatives.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 3.1.3 are presented in table 16.

Table 16. SO3 – Expected Operational results 3.1.3 – Operational performance is ensured

E.O.R 3.1.3: Operational performance is ensured							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*COMPLIANCE WITH AUDITING BODIES*						
	Efficacy of Assurance mechanisms	96.7% *(2020-2021)*	TBD	95%	95%	95%	95%
	PROCESS PERFORMANCE						
	Process status health	85.8% *(2021)*		90%	90%	90%	90%
	PROJECT PERFORMANCE						
	Project status health	78.5% *(2021)*		80%	80%	83%	83%
	MANAGEMENT OF RESOURCES						
	Budget execution	95.7% *(2020)*		96.7%	96.7%	96.7%	96.7%
Dimension: **Efficiency**	*EFFICIENCY GAINS*						
	Efficiency gains achieved	N/A		0 FTEs	9 FTEs	27 FTEs	37 FTEs
	USE OF RESOURCES						
	Amount of resources used	7.0% of total budget *(2020-2021)*		6.4%	5.9%	5.7%	5.8%

EOR 3.1.4 Alignment with EU strategies and policies is ensured

EFSA will keep aligned with EU strategies and policies through strengthened institutional partnerships for shared resources, capabilities and services, joint Governance mechanisms with EU partners and agile, ecosystem-conscious strategic planning. Partnership schemes with national scientific organizations to be delivered in alignment to the overall strategy.

EFSA will regularly monitor the progress in its strategic objectives as well as further changes to the external context in the years to come, with a mid-term review of the Strategy foreseen around the year 2025. It will do so in close partnership with the EU Institutions and Member States, to ensure that its Strategy 2027 remains relevant throughout the years and the cascaded implementation plan and work programmes are maintained aligned with the evolving priorities.

EFSA will promote joint governance mechanisms with the European Commission and EU Agencies and other EU Institutions; to do so it will continue playing an active role in the EU Agencies Network, will expand and operationalise relations and exchanges with EU Institutional partners, and will put into action an engagement and advocacy plan targeted to EFSA's strategic priorities.

EFSA will focus on further developing shared resources, capabilities and services with other EU Institutions and Agencies. Particularly, EFSA will contribute to the European Commission's digital strategy, by participating in the Health Policy Agencies and European Commission Collaboration (HPAC) initiative led by SANTE, pursuing efficiency via synergies and collaborations in the delivery of common digital solutions. It will also continue to lead and participate in inter-Agency procurement procedures, as well as in the exchange and sharing of resources and knowledge.

Multiannual targets of the key performance indicators designed to monitor the expected operational result 3.1.4 are presented in table 17.

Table 17. SO3 – Expected Operational results 3.1.4 – Alignment with EU strategies and policies is ensured

E.O.R 3.1.4: Alignment with EU strategies and policies is ensured							
KPI		**Baseline**	**Execution**	**Target**			
			2020	**2022**	**2023**	**2024**	**2025**
Dimension: **Quality**	*ADVOCACY AND INSTITUTIONAL ENGAGEMENT*						
	Advocacy and engagement activities with EU governing bodies	N/A		20%	35%	50%	65%
Dimension: **Efficiency**	*EFFICIENCY GAINS*						
	Savings generated through partnerships	N/A		Indicator part of the framework but still under definition			
	USE OF RESOURCES						
	Amount of resources used	5.0% of total budget *(2020-2021)*		4.8%	4.6%	4.7%	4.8%

2. Human and financial resources – Outlook for 2022-2025

2.1 Overview of the past and current situation

In year 2020 and 2021, EFSA's budget and establishment plan reflects the allocation of additional human and financial resources in connection with the TR[43], as indicated in table 19 below.

Implementation of Transparency Regulation measures

Starting from year 2020 EFSA has focussed on the preparation and, from March 2021, the run of several TR measures. In this context, EFSA started a programme of actions to develop partnership and external sourcing options that is fundamental for transforming the business model and ensure the long-term sustainability of operations.

The necessary effort to prepare for the implementation of the TR resulted to be higher than the additional resources assigned to EFSA for TR purposes over the years 2020-2021.

In particular the related development projects (including FSCAP, Iuclid, Appian, Process re-design, etc.) have absorbed around 55 FTEs in year 2021 and, in parallel to this, extra effort was necessary for support activities in the areas of talent selection, procurement, engagement and communication, estimated for year 2021 at around 12 FTEs[44].

Sars-COV-19

In year 2020 the SARS-COV-19 crisis, has caused a 5% estimated reduction[45] of the workforce and the sudden change in the ways of working (exclusively remotely), together with external causes (e.g. contractors delivery delays, applicants missing data provision delays, etc.) has also caused a global 6% internal inefficiency[46]. However, in year 2021 no loss of capacity could be observed in relation to COVID-19.

Measures implemented to increase internal resource capacity

In the past years EFSA implemented actions aiming at efficiency gains by generating an extra 10-15 % (or 48 FTEs) capacity in the period 2013 2020. In particular:

- deployment of projects on process re-engineering (centralisation and streamlining of procurement, contract management and business control functions, optimisation and outsourcing of the services to support experts meeting organisation and execution);
- improved capability across the organisation in the management of processes, focusing on customer satisfaction and on continuous improvement via incremental initiatives;
- digitalisation of working practices and effective knowledge sharing for increasing productivity (e.g. the "future of work" initiative and digital collaboration project);
- fostering of synergies with Member States and other EU bodies (e.g. molecular typing project, Information Platform for Chemical Monitoring (Ipchem), EU risk assessment agenda (EU RAA), interagency framework contract on cloud services, etc.)

[43] Transparency Regulation

[44] 2 FTEs for talent selection, 3 FTEs for procurement support services, 2 FTEs for legal services support, 3 FTEs for Stake-holder engagement and MS cooperation activities and 2 FTEs for communication and social science activities

[45] this impact is measured in terms of percentage of special leaves hours vs potential working hours (-3% average on EFSA human resource capacity registered in May 2020 and assumed as average for the full year) plus the additional -2% estimated impact of the time dedicated – mainly from EFSA managers and some specific units– to the management of specific COVID-19 related activities (such as additional data collections, analysis, and reports; dedicated emergency meetings; incremental support to staff for logistic issues).

[46] this impact is measured in terms of deterioration of the timeliness of the scientific production in the January-April reporting period (P1) compared to previous years. This measurement also absorbs the estimated impacts from late inputs from appli-cants and late/lower contributions from public consultations

- increased occupancy-rate of the assigned posts (from 93.8 % in 2014 to 97.6 % in 2019) by improving the recruitment process and by optimising the use of interim resources for covering long-term absences.

High workload

Notwithstanding the increase of the human and financial resources, in past years EFSA has observed a human resources capacity gap mainly for the safety assessment of regulated products, as a result of increased volumes and complexity of work received in recent years.

In specific areas, the number of pending requests (dossiers, mandates) in the scientific production queue (the "stock") is high (covering much more than one year of work capacity) and growing, or not reducing at a reasonable pace[47], as shown in the table 18 below.

Table 18. Evolution of the stock of scientific work in critical areas

Area	Variation of stock in the last 3 years	Stock as of start of 2021
Feed dossiers	Increasing (202=>213)	213
Flavourings applications	Stable (5=>5)	5
Food additives re-evaluation	Slow decrease (190=>122)	122
Food contact materials	Rapid increase (26=>68)	68
Enzymes	Slow decrease (300=>207)	208
Novel foods (Art. 10, Art. 14, Art. 16)	Rapid increase (8=>108)	108
Renewal of the approval of active substances	Increase (43=>75)	75[48]

In addition to the above, the update of risk assessment guidance, particularly in the regulated products area, is also critical[49]. Indeed, in the last years the update of guidance has been de-prioritised to give room to more urgent activities (i.e. legal deadlines or political priorities) leading to the current situation in which many guidance documents are old and require urgent update (e.g. they are no longer reflecting scientific advances or are of limited support to Green Deal policies requirements).

In addressing these challenges EFSA has taken the following measures:

- the number of interim resources has grown considerably in year 2020 reaching a peak in year 2021 of around 65 FTEs equivalent,
- the support provided by management and IT consultants during year 2020 and 2021 has reached a peak to support the TR transformation,
- outsourcing of ad hoc tasks to Member state (Art. 36 of EFSA's Founding Regulation) Organizations has been considerably extended particularly in year 2021 (through tasking grants with Art. 36 Organisation and Individual Scientific Advisors (ISA)) and
- following EFSA requests, additional resources have also been granted by the budgetary authorities in year 2019[50] (budget increase of EUR 0.22 million and six additional contract agent posts).

[47] A recovery from the cumulated delays cannot be expected before 2028
[48] 75 are pending renewals already at EFSA level, of which 45 are in clock stop for endocrine risks.
[49] Many updates are also linked to the new Green Deal Policy
[50] Additional resources were provided to specifically address the increased workload in the area of novel food applications and plant health high-risk plants commodities applications

2.2 Outlook for the years 2022 – 2024

2.2.a New tasks

In connection with the new tasks assigned by the TR, the new draft MFF 2021-2027 envisages an increase in year 2022 of the EFSA's budget envelope and of the Statutory staff while in the following years it is foreseen an annual nominal budget increase to cover only for the expected inflation rate and a stability for the statutory staff posts.

Table 19. Evolution of posts and financial resources in years 2019-2024

	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Budget (Thousand EUR)	79,977	103,000	129,180	149,815	152,812	155,868
Of which TR		25,605	44,807	64,011	64,011	64,011
Staff posts (establishment plan, contract agents and seconded national experts)	467	509	542	588	588	588
Of which TR		41	75	106	106	106
Of which lent to ECHA[51]		4	4	4		

The estimation of the resource needs necessary for the implementation and the run of the TR measures have been updated on the basis of:

- clearer design of the processes for implementing the TR requirements,
- preliminary experiences of running of these processes and
- the most updated expectations of the IT features that have not yet been delivered in full.

These updated estimations, even if more robust than the initial ones, are still based on a number of assumptions (for example the real amount of confidentiality claims that will have to be handled on a yearly basis) and subject to further reality checks while progressing with the running of the TR measures.

The breakdown of the updated resource needs by TR measure, for years 2022-2025, is detailed in the table below where they are compared to the initial estimations captured in the draft MFF 2021-2027.

Table 20. Resources allocated to the implementation of the Transparency Regulation by TR measure

TR MEASURE	Human Resources		Financial Resources
	Updated FTEs needs estimation for year 2022[52]	FTEs provided by TR for year 2022 and following years	Budget provided by TR (€million) for year 2022 and following years
Obj.1 - Improve and clarify the rules on transparency, especially with regard to the scientific studies supporting the risk assessment	**28.3**	**33.6**	**7.10**
Register of commissioned studies		33.6	0.40
IT support for data disclosure	1.0		2.40
Iuclid solution	4.5		
Services to applicants	1.4		

[51] 4 posts out of the TR ones were temporarily lent to ECHA to increase its statutory staff by 4 people in connection with the adaptation of the IUCLID system for the utilisation by EFSA.
[52] As previously mentioned, the effort for the run f the TR measures is going to be updated in the coming years based on reality checks and fine tuning of IT supporting solutions

TR MEASURE	Human Resources		Financial Resources
	Updated FTEs needs estimation for year 2022[52]	FTEs provided by TR for year 2022 and following years	Budget provided by TR (€million) for year 2022 and following years
Data standardisation and data management	3.0		
Confidentiality checks and appeals	16.7		4.30
Dossiers sanitisation	1.7		
Increase the guarantees of reliability, objectivity and independence of studies used by EFSA in its risk assessment for authorisation purposes	**43.9**	**29.0**	**18.90**
Register of commissioned studies	6.1	2.0	0.30
Pre-submission meetings upon request of the Applicant for new applications	7.1	6.2	0.80
Pre-submission meetings for all authorisation renewal with public consultation	7.4	4.3	0.60
Public consultation on all dossiers	1.0	8.5	1.10
Laboratory related audit	4.3	2.0	0.30
Verification studies	18.0	6.0	15.80
Improve the governance, strengthen the involvement of Member States and address the limitations affecting the long term scientific capacity of EFSA	**39.0**	**24.5**	**27.20**
New composition of the MB	1.0	0.2	0.10
New structure of the panels			0.60
New indemnity regime experts			10.00
Capacity building	38.0	24.3	16.50
Preparatory work sharing with MSs (Legal and procurement support)			
Development of partnerships with Art 36 Organisations for outsourcing EFSA processes			
Insourcing routine work (support to recruitment and to IT run)			
Staff recruitment and induction management			
Management systems adaptation			
Develop a more effective and transparent risk communication with the public in collaboration with Member States	**7.0**	**19.3**	**9.50**
Stakeholders engagement in RA process	3.0	19.3	9.50
Strengthen analysis of social science survey analysis	3.0		
Strengthen advocacy: targeted messages, narrative, translations, etc.	1.0		
TOTAL TR RUN	**118.2**	**106.4**	**62.70**

TR MEASURE	Human Resources		Financial Resources
	Updated FTEs needs estimation for year 2022[52]	FTEs provided by TR for year 2022 and following years	Budget provided by TR (€million) for year 2022 and following years
Development of solutions: processes re-design and automation and organization and governance re-shape (ART Programme)	35.0		
TOTAL TR	**153.2**	**106.4**	**62.70**

The table shows that the resources provided to EFSA in year 2022 are not expected to cover in full the resource needs due to:

- the higher than initially planned investment for developing the supporting IT solutions that will still be on-going in year 2022,
- the development of organisational-technological solutions in parallel to the run of TR measures starting from second quarter 2021 and for the entire year 2022,
- the investment for implementing partnerships and for setting up an advanced operational collaboration with EU partners that was underestimated

Once the development of IT tools will be finalised and the organisational changes will be fully implemented the updated estimation of the resource needs for running the TR measures are forecasted to be in line[53] with the initial estimations incorporated in the draft MFF 2021-27.

2.2.b Growth of existing tasks

While in many scientific areas the volume of work is expected to be in line with recent years, there are some in which the pressure on the EFSA production capacity is very high both for the amount of accumulated pending work (in some cases also overdue) and for new expected mandates to be received.

The critical areas are presented in the table below with the estimated capacity gap for year 2021 and as updated for year 2022, summing up to 119 FTEs-years[54].

Table 21. Human Resources capacity gap (FTE years) to achieve the indicated objectives in critical areas, updated estimation

Process and objectives	Estimated capacity gap by year					Total capacity gap	Additional 15 CAs from 2022 to 2024
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
Feed applications: reduction of stock to the level of 1 year production	2.5	2.0	2.0	2.0	2.5	**11.0**	6
Feed guidance documents: review of old guidance and then review cycle performed every 3 years	0.5	1.0	1.0	1.0	0.5	**4.0**	
Novel food: reduction of stock to the level of 1 year production	5.5	5.5	5.5	5.5	5.5	**27.5**	**9**
Nutri art8: 1-2 mandates per year	1.0	1.0	1.0	1.0	1.0	**5.0**	

[53] Within a 10% range
[54] Net of the 15 additional short term Contract Agents provided by the Budgetary Authority for years 2022-2024

Process and objectives	Estimated capacity gap by year					Total capacity gap	Additional 15 CAs from 2022 to 2024
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
Nutri guidance documents: review of old guidance and then review cycle performed every 3 years	0.5	0.5	0.5	0.5	0.5	**2.5**	
Pesticides active substance renewal: completion of current batches and then implementation of future batches in short time	4.0	4.0	4.0	4.0	4.0	**20.0**	12
Pesticides cumulative RA groups: completion according to established roadmap	2.0	2.0	2.0	2.0	2.0	**10.0**	
Pesticides guidance documents: review of old guidance and then review cycle performed every 3 years	2.0	2.0	2.0	2.0	2.0	**10.0**	
Flavourings: guidance on new flavourings for infants and children, smoke flavourings renewals and new urgent flavourings mandates (10 substances)	1.3	1.3	0.1	0.0	0.0	**2.7**	
FIP Food additives: complex mandates already received/to be received (e.g. Iron Oxide, Monitoring of food additives and flavourings, Silver & Gold, silicon dioxide, etc.) and reduction of the stock of pending re-evaluations	1.5	1.5	0.0	0.0	0.0	**3.0**	12
Food contact materials: renewal of guidance, evaluation of medium and low priority substances, new mandates (e.g. Epoxy Silanes, Active and intelligent substances, etc.), higher volumes of plastic recycling dossiers	3.3	4.8	5.8	5.8	5.8	**25.5**	
FIP enzymes: completion of assessment of first batch and new mandates	3.5	2.0	3.7	3.8	4.8	**17.8**	
FIP art. 29 mandates on individual flavourings and food contact materials	1.4	1.4	1.4	1.4	0.4	**6.0**	
Data and methodology support to all the above	1.0	1.0	1.0	1.0	1.0	5.0	3
Subtotal: 2021 estimations	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**150.0**	**42.0**
Alpha animal welfare: 5 new mandates received in 2021 plus programme of new AW mandates to come	2.0	2.0				**4.0**	3
PLH: new mandates on Pest survey and Priority pests, Completion of the Apple pest database	2.0	2.0	2.0	2.0	2.0	**10.0**	
Updated total: 2022 estimations	**34.0**	**34.0**	**32.0**	**32.0**	**32.0**	**164.0**	**45.0**

Process and objectives	Estimated capacity gap by year					Total capacity gap	Additional 15 CAs from 2022 to 2024
	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
Net cumulative capacity Gap in terms of FTEs-years[55] =>						**119.0**	

2.2.c More complex work

The trend towards an increased complexity in producing scientific advice is expected to continue and contributes to increase the demand for resources.

The increase of the complexity of the Risk Assessment has several causes that combine together and cumulate year over year:

- increased effort for evidence management and evidence analysis (e.g Sugar, Biosphenol_A, Glyphosate),
- extension of the scope of the Risk Assessment (e.g. nanoparticles toxicity analysis applied for example to the Titanium Oxide risk assessment) and
- new methods (e.g. cumulative exposure assessment that applies to pesticides, food additives and contaminants and for which a roadmap has been set for the definition of the cumulative RA groups).

The translation in quantitative terms of the increased complexity trend is very difficult. EFSA has estimated this trend as a 2-3% increase of scientific effort every year.

2.2.d Actions to counterbalance the increase of resource demand

EFSA has put in place a number of measures to counterbalance the increase of resource demand and address the capacity gap. The combination of these measures, including the last tranche of posts from the TR, which EFSA is making efforts to use in synergy for the new and current tasks, is expected to generate an increased capacity of around 52 FTEs in 2022 and additional 30 in the period 2023-2026 (see Table 22).

The forecast for the coming years shows that the resource gap is expected to remain high in year 2022 (around 134 FTEs-years) to progressively decrease in the following years mainly thanks to the efficiencies that the new processes will deploy and to the establishment of long-term collaborations with Art. 36 organisations for supporting operating processes.

Transparency Regulation measures for resource sustainability

In the medium-long term, the Transparency Regulation is providing EFSA the means for addressing its operational sustainability[56] through additional budgetary resources and the deployment of a new business model, aiming at entrusting tasks and sourcing capacity from Member State competent Organizations in line with article 36 of its Founding Regulation. In this direction, benefits are expected to kick-in only gradually with the development, piloting and implementation of (out) sourcing tools to MS. The effort for pursuing this vision is demonstrating to be more resource intensive than initially forecasted: on one hand because it is necessary to redesign the EFSA operating processes to embed partnerships and, on the other hand, because it is necessary to invest for engaging with MS to co-engineer the long-term structured collaborations on specific processes and/or specific tasks.

As can be seen from Table 22, the annual capacity increase from the implementation of the TR partnership/outsourcing measures is estimated at 13 FTEs per year (except for 2022 estimated at approx. 20 FTEs). This is through the outsourcing of tasks to Art. 36 Organizations via tasking grants and the use of the Individual Scientific Advisors scheme, planned to be further extended already in 2022 and the following years; and eventually with the set – up of long-term partnerships which are expected to be more efficient in view of lower administrative costs.

[55] Current estimation
[56] Within certain limits of workload, i.e. based on EFSA's current remit and volumes of work

While this new model is expected to provide a medium to long term solution for EFSA's capacity gap, it may also reach limitations eventually, e.g. with regards to MS limitations in the availability to sharing resources. Moreover, short term fluctuations in demand peaks in areas requiring specific competences may also continue to challenge the responsiveness of the new model, and additional solutions should be explored in parallel by EFSA in cooperation with DG SANTE .

Efficiency improvements through leaning and automation of processes

EFSA is putting in place actions for generating efficiencies that are mainly embedded in the activities of transformation of EFSA processes for the TR, as well as via more incremental process improvement initiatives (more details in section 2.3). These actions are expected to generate significant efficiency gains, in the order of magnitude of 3% year on year (corresponding to around 50 FTEs in the period 2023-2026, see Table 23)[57].

Short term – temporary measures

In parallel with the implementation of long-term partnerships and collaborations, EFSA is activating all means for enlarging its capacity in the short-term. These are key to allow for some degree of flexibility to absorb new mandates, particularly to cover urgent needs or to react to new challenges of scientific or political nature, such as the implementation of new EU policies (e.g. Green Deal) via the timely update and development of the necessary methodologies.

The Budgetary Authorities have recognised EFSA's temporary resource gap concerns and agreed to provide 15 additional Contract Agent posts starting from year 2022 and for the duration of 3 years whose cost will have to be accommodated in the assigned budget envelope (as included in the draft MFF 2021-27).

A higher number of interims used as a temporary solution in year 2021 and 2022 for performing support functions while a significant amount internal capacities are devoted to the design and implementation of TR measures. The use of interim resources is foreseen only for limited short-term capacity needs and is planned to be progressively reduced in the coming years.

External consultants will also continue to be used in 2022 to support the completion and the fine tuning of the TR transformation, albeit to a lower extent compared to the peaks of years 2020-2021.

[57] No significant efficiencies are considered be possible during the transformation period in 2021, 2022 and first half of 2023 due to the on-going pressure from the operational, organisational and technological transformation

Table 22. Outlook of human resources capacity gap evolution[58]

	31/12/2021	Variation in Year 2022	31/12/2022	Variation in Year 2023	31/12/2023	Variation in Year 2024	31/12/2024	Variation in Year 2025	31/12/2025	Variation in year 2026	31/12/2026	Variation in Year 2027	31/12/2027
Total FTEs demand	**810**	**16**	**826**	**-22**	**804**	**-12**	**792**	**-4**	**788**	**-4**	**784**	**-4**	**780**
Of which BAU	**688**	**34**	**722**	**-2**	**720**	**-12**	**708**	**-4**	**704**	**-4**	**700**	**-4**	**696**
TR Confidentiality increase (*)		10											
TR Sanitisation increase (*)													
TR Good laboratory practices increase (*)		6											
TR Applicants management increase (*)		6											
Communication & social media increase (*)		1											
Stakeholder management increase (*)		3											
Support and administrative processes increase (*)		3											
Partnership development investment (*)		5				-1		-1		-1		-1	
Efficiency gains/ Synergies with TR				-9		-18		-10		-10		-10	
Complexity increase				7		7		7		7		7	
of which - backlog to be recovered (estimated FTEs-years)	164		128		87		75		73		56		39
Of which DEV	**122**	**-18**	**104**	**-20**	**84**	**0**	**84**	**0**	**84**	**0**	**84**	**0**	**84**
TR development	52	-17	35	-20									
SPIDO	9	9	18										
Other DEV	61	-10	51										
Total FTEs capacity	**646**	**52**	**698**	**20**	**718**	**0**	**718**	**-2**	**716**	**13**	**729**	**13**	**742**
Statutory staff + SNEs (excluding new hires)	522		565		585		585		570		570		570
Trainees	32		32		32		32		32		32		32
Additional FTEs capacity from new TR posts received in 2021[59] (100% from second year)		17											
Additional FTEs capacity from new TR posts received in 2022		16		16									
Additional FTEs capacity from short term CAs (75% first year / 25% second year)		11		4				-15					
Interims	65	-13	52	-13	39	-13	26		26		26		26
Outsourcing	27	21	48	13	61	13	74	13	87	13	100		100
Resource GAP	**164**	**-36**	**128**	**-42**	**87**	**-12**	**75**	**-2**	**73**	**-17**	**56**	**-4**	**52**

[58] The increase of workload linked to TR measures implementation was planned and is connected with the increased amount of posts allocated to EFSA in year 2022
[59] New posts are translated in real FTEs capacity at 50% in the first year and additional 50% (reaching 100%) in the second year

2.3. Strategy for achieving efficiency gains

In past years a significant portion of human resource capacity – around 10-15 % extra capacity in 5 years[60] – resulted from the implementation of actions aiming at efficiency gains following multiple routes:

- deployment of projects on process re-engineering (centralisation and streamlining of procurement, contract management and business control functions, optimisation and outsourcing of the services to support experts meeting organisation and execution);
- improved capability across the organisation in the management of processes, focusing on customer satisfaction and on continuous improvement via incremental initiatives;
- digitalisation of working practices and effective knowledge sharing for increasing productivity (e.g. the "future of work" initiative and digital collaboration project);
- fostering synergies and avoiding duplication with Member States and other EU bodies (e.g. molecular typing, Information Platform for Chemical Monitoring (Ipchem), EU risk assessment agenda (EU RAA), interagency framework contract on cloud services);
- increased occupancy-rate (from 93.8 % in 2014 to 97.6 % in 2019), obtained by improving the recruitment process and by optimising the use of interim resources for covering long-term absences

2.3.a Tasks considered for downsizing/ discontinuation – Reprioritisation and resource re-deployments

In the context of its core business of risk assessment, EFSA doesn't foresee any downsizing or discontinuation of activities currently mandated. In addition, the historical trend shows how the mandate of EFSA is continuously enlarging both in terms of scope and of volumes. Finally, as previously indicated, the stock of undone work has grown in past years.

2.3.b Tools, resources, provisions and processes that facilitate efficiency and productivity, increasing automation, streamlining of work processes, moving to e-administration and e-training

EFSA is aware that the level of ambition for the new strategic cycle 2021-2027 will also depend on significant process streamlining and efficiency gains. EFSA aims at continuously generating extra-capacity through efficiency gains particularly via projects under its programmes and the exploitation of synergies between the implementation of the new strategic plan and the implementation of the TR measures.

The on-going investment on the re-design and the automation of the core business processes, made necessary for the efficient implementation of the TR requirements, as well as the re-design of the EFSA's organization (planned for year 2021), are oriented to facilitate higher productivity standards and implement efficiency gains.

In particular the new IT solutions, once implemented, will support the dossier processes in the phase of acceptance, public consultation and confidentiality management as well as in the execution of the risk assessment workflow and all the connected transparency measures.

Relevant efficiency gains are expected starting from mid 2023 when it is foreseen that all new tools are running efficiently.

Additional efficiencies will be sought after via the implementation of incremental process improvement and leaning initiatives, as well as through investments in the digitalisation of EFSA's core, enabling and management processes, via innovative data and information management approaches, and new-digitally enabled- working modalities.

EFSA estimates the total efficiency gains from the above activities at around 2%-3% per year (as integrated in Table 22).

[60] The capacity generated via efficiency initiatives is further detailed in Programming document 2021-2023, table 22.

2.3.c Sharing services and IT development projects among agencies / Reviewing IT infrastructure

In the logic of maximising the synergies in the EC context, EFSA has adopted core business solutions that were already (partially) implemented in the EC parent DG SANTE (FSCAP solution for processing and validating new regulated products dossiers) or in other agencies (ECHA Iuclid solution for handling all dossier information related to chemicals). EFSA continues to be an active member of the governance model led by DG-SANTE for the Health Policy Agency Cluster Commissions (HPAC) joining the efforts for additional opportunities.

EFSA is also an active member of the EU Agencies Network, participating to and often leading the development of shared services, such as in the areas of joint procurements. Moreover, EFSA's Technology roadmap prioritises the adoption of available administrative IT solutions developed by the EU Institutions, and to this end has been migrating to SYSPER (for staff management) and ARES (for records management) in recent years. These synergies contributed to the achievement of efficiency gains in recent years that at EFSA level have been estimated at around 48 FTEs in years 2013-2020 and to the achievement of savings in the development and run of the IT solutions (e.g. the replacement of previous systems with Sysper has generated an yearly saving of around EUR 300 thousand for subscriptions and maintenance costs).

2.4. Negative priorities/decrease of existing tasks

In this context EFSA will continue prioritising its core activities, i.e. responding to requests from its customers, while safeguarding the minimum investment necessary for continuous improvement and development initiatives to ensure, in line with EFSA strategy, that it remains relevant and prepared in the medium to long term.

According to the current human resources capacity gap forecast, several operating issues will continue in years 2022-2024 that EFSA will have to manage in liaison with DG SANTE by deciding priorities to balance:

- the recovery of the cumulated backlog of work in the critical operational areas,
- the implementation of the TR measures,
- the investment necessary to build partnership relationships with Art. 36 organisation for ensuring long term operational sustainability and
- the necessary investment in scientific development to maintain EFSA relevant and prepared for future risk assessment needs and for which significant financial resources have been assigned according to the draft MFF 2021-2027 (i.e. Verification Studies).

The activities related to innovation and preparedness for future needs have and will continue to be considered as a lower priority in case of resource limitations, within certain limits as this area of investment is necessary to maintain EFSA's relevance in executing its core business in the future.

For the coming years, the level of investment in development activities is expected to decrease in years 2022 and 2023 in terms of human resources, stabilising at around 80-85 FTEs per year (11% of the total human resource capacity) in the following years.

2.5. Resource programming for the years 2021 – 2024

The allocation of resources (share over total) to EFSA's Strategic Objectives and underlying activities (processes and projects), including the Transparency Regulation budget envelope, is summarised below. This evolution is forecasted under the assumption that EFSA's funding for the period 2021-2027 is in line with the current draft Multiannual Financial Framework.

The main drivers are:

- To prioritise customers' requests and stakeholders' expectations in EFSA's core business of risk assessment and communication, and the implementation of the Transparency Regulation measures
- To lean EFSA's management and enabling processes.
- To safeguard resources for investments on innovation and modernisation to ensure that EFSA remains relevant and reputable

More specifically:

In SO1:

- Budget allocated for SO1 -core business- is forecasted to increase progressively until 2024; with a cumulative increase in percentage of 39% in the period. The increase will continue for the full five years, mainly in light of the efforts for improving outsourcing and partnerships for EOR 1.1.1 "Assessments for regulated products are delivered with quality and efficiency".
- In parallel, FTEs allocated for SO1 are forecasted to increase progressively until 2022; with a cumulative increase in percentage of 20% due to the additional 15 Contract Agents that have been allocated to EFSA for the period 2022-2026 and to the amount of TR new posts in year 2022 that are allocated to scientific units to support the implementation of the TR measures impacting the scientific processes. FTEs allocation is forecasted to be stabilised from year 2023 to 2025.

In SO2:

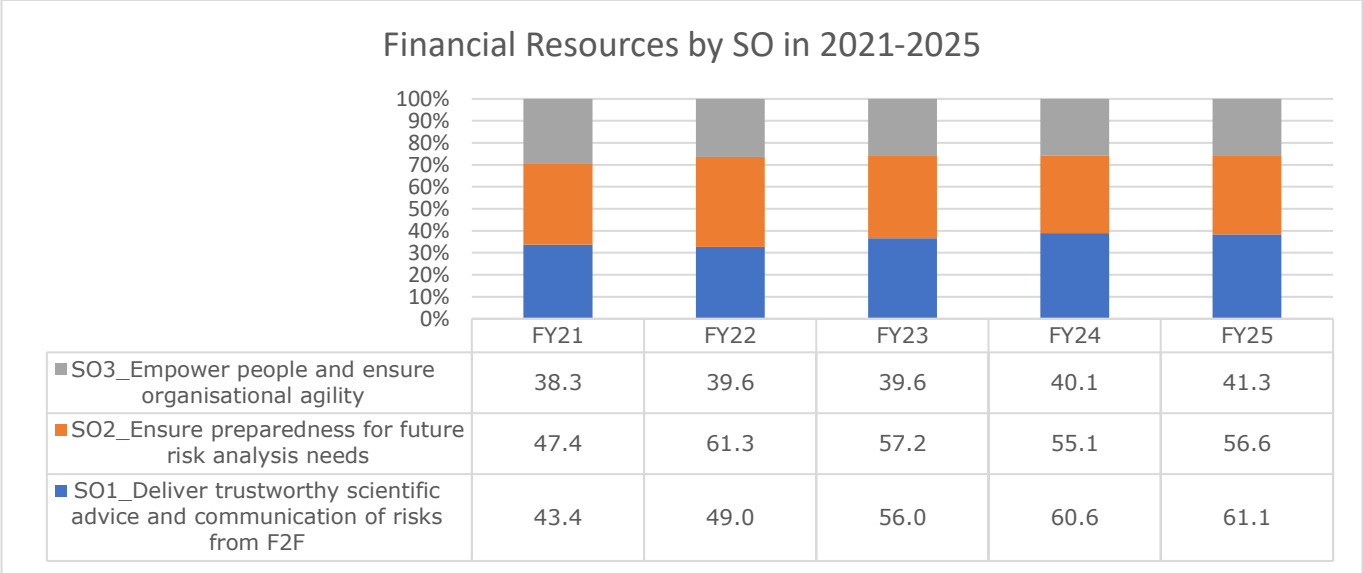
- The budget allocated for SO2 – scientific enabling and development- is forecasted to increase throughout all five years in absolute terms. In relative terms, a significant increase of budget allocation for SO2 is forecasted in the first year (2022) mainly linked to SPIDO themes development which then stabilise until 2024. The sudden decrease under EOR 2.1.1 "Harmonised RA culture is ensured at EU level" is linked to the reduced allocation of funds to Thematic Grants and Partnering Grants partially compensated by an enlarged role of Focal Points. The Thematic Grants budget has been virtually absorbed into the SPIDO themes development that are classified under EOR 2.1.2 "The quality & scale of crisis preparedness & emerging risk identification is improved". In relation to Partnering Grants, no funds have been allocated in 2022 pending the definition of an integrated approach to capacity building that is being defined.
- Regarding the allocation of FTEs, a constant decrease is highlighted for all the EORs with the unique exception of EOR 2.1.2 "The quality & scale of crisis preparedness & emerging risks identification is improved".

In SO3:

- Budget allocated for SO3 – management and support services - is forecasted to slightly increase in absolute terms while it decreases in relative terms (from 30% to 26%).
- Concerning FTEs, a slight increase of resources is observed, mainly in 2022, due to TR related activities such as Confidentiality Assessment & Content Sanitisation reaching cruise speed. This increase is partially compensated by the reduction of the investment on ART programme starting from year 2022.

2.5.a Financial resources

Figure 1 shows the (forecast) distribution of financial resources by SO in 2022-2025.

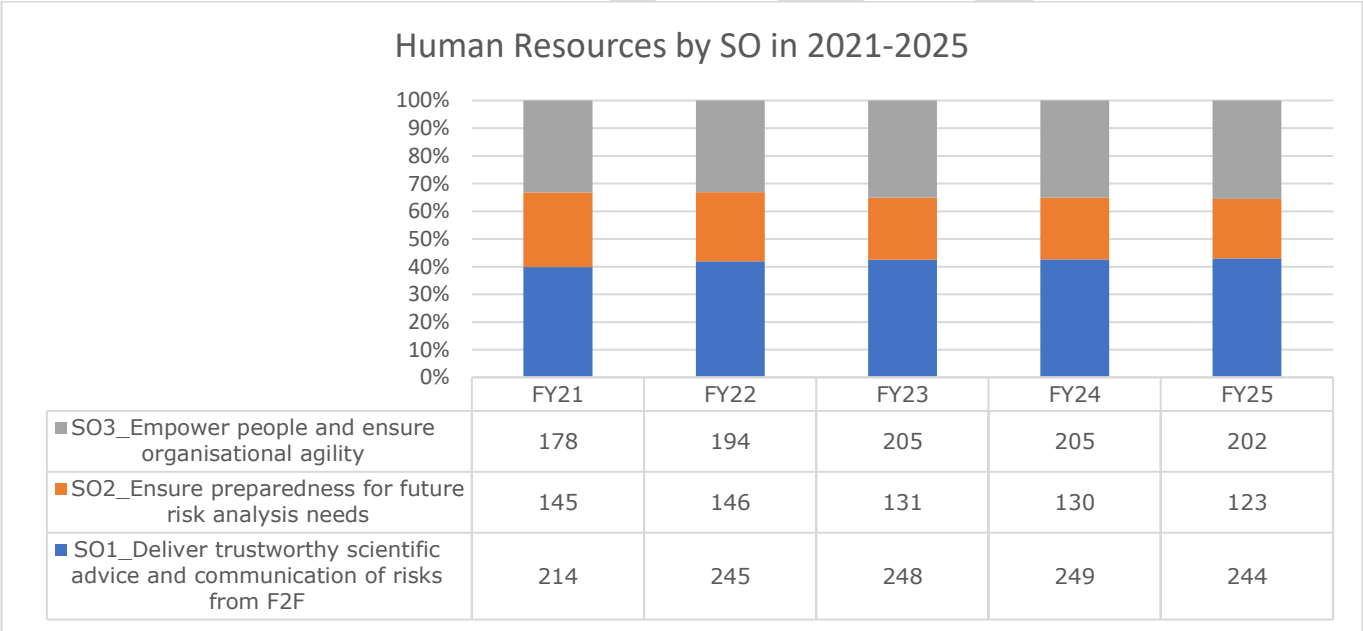


	FY21	FY22	FY23	FY24	FY25
SO3_Empower people and ensure organisational agility	38.3	39.6	39.6	40.1	41.3
SO2_Ensure preparedness for future risk analysis needs	47.4	61.3	57.2	55.1	56.6
SO1_Deliver trustworthy scientific advice and communication of risks from F2F	43.4	49.0	56.0	60.6	61.1

Figure 1. Financial resources (forecasted distribution) by SO in 2021-2025, including the impact of the review of Regulation (EC) No 178/2002.

2.5.b Human Resources

Figure 2 shows the (forecast) allocation of human resources by SO in the 2022-2025 period.



	FY21	FY22	FY23	FY24	FY25
SO3_Empower people and ensure organisational agility	178	194	205	205	202
SO2_Ensure preparedness for future risk analysis needs	145	146	131	130	123
SO1_Deliver trustworthy scientific advice and communication of risks from F2F	214	245	248	249	244

Figure 2. Human resources (forecasted distribution) by SO in the 2021-2025 period, including the impact of the review of Regulation (EC) No 178/2002.

Table 23. Human resources overview.

Human resources	2020 ([61])	2021 ([62])	2022	2023	2024	2025
	Authorised Budget	Authorised budget	Draft budget request	Draft budget request	Draft budget request	Draft budget request
Establishment plan posts: AD[63]	255	284	312	312	312	312
Establishment plan posts: AST	99	96	93	93	93	93
Total establishment plan posts	**354**	**380**	**405**	**405**	**405**	**405**
CAs[64]	139	146	167	167	167	152
Seconded national experts (SNEs) [65]	16	16	16	16	16	16
Total including Transparency Regulation	**509**	**542**	**588**	**588**	**588**	**573**

(61) Establishment plan was realigned to better reflect the current situation with a small margin for reclassification.
(62) Updated additional AD and CA requests.
(63) Accumulating increase in establishment plan capacity due to Transparency Regulation: +29 ADs and +5 ASTs in 2020; +55 ADs and +5 ASTs in 2021; +80 ADs and +5 ASTs in 2022;
(64) Accumulating increase in CA envelope due to Transparency Regulation: +8 in 2020, of which -4 lent to ECHA; +15 in 2021, of which -4 lent to ECHA; +21 in 2022, of which -4 lent to ECHA; Further addition of +15 CAs granted for the period of 2022-2024.
(65) Including 1 SNE dedicated to the pre-accession programme financed by DG NEAR

Section III. Annual Work Programme Year 2022

1. Executive summary

Entering in a new strategic cycle, this will be the first year of the implementation of the new EFSA Strategy 2022-2027, and the EFSA work programme has been adapted accordingly. The structure of the annual work programme 2022 demonstrates the continuation of previous activities as well as the launch of new activities following a new strategic hierarchy, as well as organisational design and process architecture. In 2022, EFSA will continue its scientific work addressing and communicating on approximately 400 requests from risk managers for scientific advice on the evaluation of applications for regulated products, and approximately 250 requests on priorities relating to food and feed safety, animal health and welfare, plant health and human nutrition.

To further improve the provision of scientific advice, both in terms of quality and efficiency, EFSA will carry out key initiatives, which will be guided by the multiannual strategy implementation plan set out in 2021 to achieve EFSA's new strategic objectives under its Strategy 2027.

The implementation of the Transparency regulation will be in its second year, which will include the set-up of a new Management Board with a new composition including representatives of Member States, civil society and food chain interests, the Commission and the European Parliament. Large scale engagement initiatives, topic-driven engagement and implementation of new stakeholder engagement models will be shaping the engagement with our stakeholders also in 2022.

EFSA's people — its scientific experts, partner organisations in Member States and beyond, and staff — comprise the pool of knowledge, expertise and experience necessary to deliver against the Authority's work programme. EFSA's efforts to further strengthen capacity building and sharing among knowledge hubs in Member States will continue with more projects under the new grant scheme for partnering projects, and the innovative approach to networking in line with Article 36 of EFSA's Founding Regulation. Further exchanges on methodology, data access and expertise with our EU agency and international partners will be pursued.

The coordinated development and implementation of new guidance and methodologies and in general preparedness activities for RA will continue. From 2022, EFSA will evaluate the possible integration of non-dietary exposure into CRA (cumulative risk assessment) of pesticide residues, starting from the tools currently used for the assessment of exposure of operators, workers, residents and bystanders to single pesticides.

The outcome of a large field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model, to develop a holistic, multifactorial RA. EFSA will continue to work on preparedness in plant health by developing horizon scanning and rolling out surveillance support to Member States, and on the multisectoral activities in the area of AMR, together with its sister agencies EMA and ECDC.

To broaden EFSA's evidence base in prioritised areas and maximise access to its data, EFSA will continue to deliver new capabilities for data collection and scientific collaboration in 2022. A new system for collecting, analysing and storing whole genome sequencing data will be operational in collaboration with ECDC. EFSA will continue to populate its scientific data warehouse, EFSA's data hub, with new food-consumption data from the final stage of the EU menu project and will prepare for future collection of European food consumption data (EU Menu Phase 2). This includes standardised and curated model repositories and a growing number of RA models available as web apps. In terms of analysis and automation of data using approaches such as machine learning and artificial intelligence EFSA together with relevant DG's, ENVI agencies and members states will execute following a common roadmap the use cases to be implemented in short term. This common roadmap will assure the pooling of resources, sharing of experience and provide the basis for co-creation and a harmonised approach in the implementation of Artificial Intelligence.

2. Activities per strategic objective

The Strategy 2027 is articulated around three strategic objectives as described in the multiannual work programme 2022-2025 (section II). The EFSA annual work programme is built as a cascade of these Strategic Objectives, through the respective expected operational results and their relevant implementing actions, that lead to concrete annual tasks, resources allocated and outputs to be delivered and measured through relevant annual indicators.

2.1 Deliver trustworthy scientific advice and communication of risks from farm to fork.

The two expected outcomes, namely "**Increased relevance and improved reputation of EFSA's scientific advice"** and **"Increased relevance and improved reputation of EFSA's risk communication"** are diving the activities of the annual workplan in this area, further articulated in the expected operational results.

Regulated Products evaluation

Expected Operational Result 1.1.1: Assessments for regulated products are delivered with quality and efficiency.

Main Outputs

Support initiatives (e.g. webinars, info sessions, administrative guidance documents etc.) for applicants and other stakeholders will be implemented to communicate the RA workflow and to ensure the clarity and predictability. Additional support initiatives for small and medium-sized enterprises will be implemented, continuing the support activities already in place as of April 2019. The Transparency Regulation requests for more transparency and more support initiatives to applicants for a centralised function in EFSA handling the applications for regulated products (e.g. public consultations, publications of dossiers, support initiatives). With the Transparency Regulation, EFSA will harmonise pre-submission advice to applicant or notifier on the applicable rules and requirements for applications, notifications and for renewal applications also on study design. The pre-submission advice, expected in particular for small and medium enterprises, will complement the set of existing services to applicants, support to small and medium enterprise and the development of additional guidance documents on how to prepare applications.

The re-evaluation programme of food additives will continue in 2022 with the finalisation of scientific opinions on sweeteners, expecting to be finalised by mid-2025. EFSA will also continue to assess new food additives, along with extensions of use or changes in the specifications of already authorised food additives, submitted under the common authorisation procedure, and will continue to finalise the assessments on the safe use of food additives used in food destined for infants and young children.

EFSA will also continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications for flavouring substances and on the renewal of the the smoke flavourings.

For the dossiers already received and for the new dossiers, EFSA will continue to deliver scientific advice on food enzymes, following the multiannual work programme, agreed with the EC.

EFSA will continue its assessment of the safety of additives and monomers for plastic materials, articles in contact with food and recycling processes, and of the applications for active and intelligent materials received in past years.

Upon receipt of specific applications, EFSA expects to receive at least one request from the EC for the evaluation of the safety and efficacy of decontamination substances used to reduce microbial surface contamination from foods of animal origin; and will continue to assist the Commission and Member States in the assessment of alternative processing methods for the processing of animal by-products, including possible assessments related to fertilisers.

EFSA plans to work on the assessment of new feed additives, on new uses of existing feed additives and on the modification and renewal of existing authorisations.

In the area of genetically modified organisms (GMOs) in food and feed, the work programme for 2022 includes mainly the evaluation of applications for the import and processing of GMOs. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago, an estimated number of 10 authorized applications are due for renewal.

In the area of nutrition, EFSA will continue to evaluate applications for health claims and novel foods. The workload related to health claims will depend on the follow up of the evaluation of Regulation (EC) No 1924/2006 on nutrition and health claims. EFSA will also continue to assess requests according to Regulation (EU) 2015/2283 on 1 January 2018, which introduced a centralised evaluation by EFSA and the possibility of notifying the Commission of an intention to place traditional foods from non-EU countries on the EU market; additional resources are planned to be invested in this area to cope with the high number of incoming dossiers. EFSA will also work on applications, regarding food for specific groups, for the exemption from the labelling of food allergens, for nutrient sources and for safety assessments for 'other substances' added to food.

In the area of pesticides, EFSA will continue with the peer-review process for new active substances, renewals confirmatory data, amendment of approval conditions and basic substances, which will be complemented with the continuous update of the RA methodology.

The reduction of the bulk evaluations in the area of MRL reviews under Article 12 of Reg. (EC) No 396/2005 will continue in line with the plan agreed with risk managers, pending sufficient substances to be available for starting the MRL review. Furthermore, MRL applications under Article 10 of Reg (EC) No 396/2005 will be processed as per monthly mandate receipt.

In the area of animal welfare, EFSA will continue to provide advice on incoming applications for new stunning methods.

Targets for Key performance indicators for Expected Operational Result 1.1.1 in 2022 are included in table 2 in section II.

General risk assessment

Expected Operational Result 1.1.2: Generic scientific advice is delivered with quality and efficiency.

Main outputs

The implementation of the measures identified through the EFSA transparency and engagement initiative will continue with the roll-out of additional measures focusing, among other things, on enhancing engagement with stakeholders during different steps of the RA process such as the protocol; the proactive release of evidence used in RA in a readable/reusable format; and increasing transparency on how and why methods and data were/were not used plus the increasing use of crowdsourcing an citizen science to inform the risk assessments.

In the area of biological hazards, the activities will focus on assessing risks relating to food-borne zoonoses, food hygiene (e.g. food of animal and non-animal origin, food processing and preservation technologies), antimicrobial resistance (e.g. spread of AMR during animal transport, support to EC to collect AMR monitoring data in accordance with the new AMR legislation, integrated analysis of antimicrobial consumption and AMR along the food chain in collaboration with EMA and ECDC, technical specifications for complementary cross-sectional baseline surveys on certain AMR issues), transmissible spongiform encephalopathies (TSEs). Work will continue on updates of the list of qualified presumption of safety (QPS)-recommended biological agents intentionally added to food or feed.

In cooperation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks, and on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food. Other ECDC–EFSA joint technical reports include rapid outbreak assessments and joint notification summaries on multi-country foodborne outbreaks, as required.

In the area of chemical contaminants in the food chain, EFSA will continue to issue opinions in particular on heavy metals (inorganic arsenic), environmental contaminants (e.g. brominated flame retardants in food), mineral oil hydrocarbons in food), natural toxins (e.g. grayanotoxins in certain types of honey), process contaminants (e.g. N-nitrosamines, acrylamide) pharmacologically active substances and detoxification processes of contaminants in feed.

In cooperation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks, and on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food. Other ECDC–EFSA joint technical reports include rapid outbreak assessments and joint notification summaries on multi-country foodborne outbreaks, as appropriate.

EFSA will also deliver the yearly European Union summary report on TSEs and the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products.

EFSA will continue to provide risk assessments (RAs) for plant pests for the EU territory, as well as peer reviews of pest RAs and other justification documents prepared by third parties. It will continue to provide RA and communications on newly emerging plant pests and pathogens (e.g. *Xylella fastidiosa*) and update other outputs such as the Xylella host plants database. EFSA will also continue to support the update of the legislative annexes as required by the new EU quarantine plant health law. To this end, it will deliver fit-for-purpose and stepwise advice, comprising pest categorisations, quantitative pest Ras with scenario analysis for and evaluations of the effectiveness of risk reduction options, including climate change and sustainability. In particular, work will continue to deliver pest categorisations for the new plant pests identified by EC, MS, EPPO and by EFSA horizon scanning and commodity Ras. As a result of a far-reaching mandate on the RA of high-risk plants, a substantial increase of evaluations of third parties' dossiers is expected. The commodity risk assessment methodology developed by EFSA allows to assess the risk of multiple pests associated with a plant commodity and is applicable for the high-risk plants dossiers but also for derogation requests to the EU plant health law provisions.

In the area of animal health and welfare EFSA will provide outputs on specific diseases such as ASF and AI and will continue its support and Ras relating to outbreaks of animal diseases in the EU Member States through an improvement of the collection of animal health data. Further work is also expected concerning the implementation of the animal health law and the listing and categorisation of animal disease according to the legislation. Additionally, background projects will be run on the collection of wildlife population data (ENETWILD) and on the monitoring of insect vectors which transmit animal diseases (VECTORNET in conjunction with ECDC), to on-farm killing, the welfare of animals during transport (free moving animals and animals transported in cages) and on farm in the context of farm to fork strategy. Further work is also expected concerning the implementation of the animal health law. EFSA will also continue to provide advice on incoming requests for evaluation for new stunning and killing methods.

In the area of food-contact materials, EFSA will adopt the opinion on BPA, following extensive consultation during the first quarter in 2022. In collaboration with ECHA, the first task of the mandate (the prioritisation of phthalates, structurally similar substances and replacement substances) has been performed, following input from MS, and has been placed for public consultation. In parallel calls for data on occurrence in food, on concentration in and migration from FCM will be launched in 2022. The input received from stakeholders during the calls for data will be used to conduct a further refinement of the ranking of the substances in the prioritisation exercise.

As part of the second task in this mandate, the development of a protocol for hazard and exposure assessment, will be under public consultation in 2022.

In the area of human nutrition, EFSA will provide scientific advice ~~foods~~ for the development of harmonised mandatory front-of-pack nutrition labelling and the setting of nutrient profiles for restricting nutrition and health claims on foods. Further, EFSA will work on updating the upper tolerable intake levels for a number of vitamins and minerals and will support the Commission's work on setting maximum amounts for vitamins and minerals by providing nutrient intake data..

EFSA will deliver its annual summary report on pesticide residues and provide the contributions to the preparation of the Annual CCPR meeting, including additional substances discussed during the extra-ordinary JMPR meeting in 2021. The work on technical reports to provide guidance for the assessment of Article 4(7)[66] derogations from pesticide legislation for plant health threats will continue in 2022.

In the area of cross-sectorial risk assessment, EFSA will complete its risk assessment of copper and commence its assessment of fluoride.

Targets for Key performance indicators for Expected Operational Result 1.1.2 in 2022 are included in table 3 in section II.

Risk communication

Expected Operational Result 1.2.1: An audience-first approach ensures quality throughout risk communication.

Main outputs

EFSA will begin an ambitious programme of activities for risk communications in 2022, reflecting its new responsibilities under the Transparency Regulation. In line with the provisions of the Regulation, EFSA's communication during 2022 will be increasingly based on insights from research on risk perception. This will include a Eurobarometer survey on food safety and work with Member States to identify how national audiences understand concepts used in the assessment of chemicals such as hazard and risk. Research activities related to risk communications will get underway through EFSA's Science Studies and Project Identification and Development Office (SPIDO).

EFSA will prioritise improving the accessibility of its digital platforms in 2022, taking a significant step forward with regards to its website which will be made available in all EU languages (expanding from five languages in 2021). EFSA will invest further in social media listening tools to analyse the impact of its digital communications in real-time and launch a project on user research with a view to creating personalised user journeys for people who visit EFSA's website.

Annual targets for Key performance indicators for Expected Operational Result 1.2.1 see table 4 in section II.

Expected Operational Result 1.2.2: Coordinated risk communication is delivered with the European Commission, Member States and ENVI agencies.

Main outputs

The Transparency Regulation places particular emphasis on improving coordination and coherence of risk communications among the various actors in the food safety system. EFSA will further strengthen its Communications Expert Network in 2022 and explore the possibility of expanding Focal Point responsibilities to place the Network on a more sustainable footing.

In 2021, EFSA delivered the #EUChooseSafeFood information campaign to raise awareness among citizens about the link between science and food safety. The campaign was developed in co-operation with a selection of Member States, with a range of communication materials tailored for national audiences and translated in all EU languages. EFSA will extend this campaign into 2022 and beyond, working with new Member States and the European Commission on topics of mutual interest. EFSA's successful communications campaign on African Swine Fever (2020-2021) will also be extended in 2022, based on the same model of cooperation with Member State and national partners.

In line with the emphasis in the Transparency Regulation on accessibility for citizens to EFSA's scientific advice, in 2022 and beyond the Journal will roll out Plain Language Summaries to accompany certain EFSA scientific opinions with Plain Language Summaries. It will also look to harmonise the publication of food safety risk assessments in the EU by offering the Journal platform to Member State competent authorities to publish their own scientific advice and other scientific outputs.

[66] Regulation (EC) No 1107/2009

Annual targets for Key performance indicators for Expected Operational Result 1.2.2 see table 5 in section II.

2.2 Ensure preparedness for future risk analysis needs

Sustaining and developing EFSA's core capabilities to ensure its long-term relevance and reputation by strengthening partnerships within the food safety knowledge ecosystem is crucial. Are crucial. This will result in the identification of priority areas for knowledge sharing, knowledge development and capacity building which, in turn, will allow EFSA to be prepared with the methodologies, data and expertise needed for its future risk assessment and communication activities.

The expected outcome, namely "**Increased risk analysis capabilities (knowledge, expertise, methodologies and data) to maintain relevance for the future** is driving the activities of the annual workplan in this area, further articulated in the expected operational results. The complete list of the projects in the respective areas is included in Appendix B.

Expected Operational Result 2.1.1: Harmonised risk assessment culture, with the necessary knowledge and expertise, is ensured at EU level.

Main Outputs

Driven by the sustainability pillar of the Transparency Regulation, EFSA will invest in boosting scientific cooperation with and among Member States through a new partnership framework. The new model will allow addressing challenges such as the increased complexity of the requests for RA and the demand for a responsive and trusted RA system. To this end, making best use of the existing expertise and reaching out to expertise spots in the MS that have, so far, remain untapped will be important. The new partnership vision builds on enhancing current achievements – and also highlights the need to do more to boost our RA capacities and form collaborations that are sustainable and support a responsive and resilient RA system.

EFSA has several initiatives underway to support the transition to a new, more ambitious partnership framework. These include the entrusting of tasks of increasing span or complexity to MS partners through different grant and procurement schemes (thematic grants, e.g. tasking grants); promoting organisational capacity building through partnering grants; delivering training to Art. 36 organisations through existing training schemes; enhancing the support role provided by the Focal Point network (as a result of a review of the Focal Point network); stimulating the engagement with new organisations and experts; promoting the transfer of knowledge and competences on risk assessment through the new EU-FORA programme) and through the early sharing with MSs of a multi-annual plan for grants and procurements.

EFSA will continue to use grant schemes to stimulate projects between Member States through an updated EU RAA model, which will continue to be steered by the Advisory Forum. Scientific cooperation through EFSA's scientific networks is actively supported by the Focal Points.

At the international level, EFSA will continue to prioritise multilateral cooperation and to liaise with international organisations and third-country agencies, promoting harmonisation of risk assessment methodologies and tools and collaborate on new development needs. Specific cooperation agreements with international organisations, in support of the EU international agenda, will be pursued.

In 2022, EFSA will continue to organise and participate in different liaison groups and will support the European Commission in its international obligations, such as at CODEX Alimentarius Commissions and in support of the UN sustainable development goals.

EFSA will continue to provide learning and development activities for experts, in particular regarding key areas of RA and EFSA's new guidance documents and methodologies. The expertise management programme (EMP) delivers a comprehensive onboarding process for experts and a competency library for EFSA scientific and non-scientific staff and experts, thus enabling EFSA to optimise its management of the available scientific capacity and to target areas to be further developed. In 2020, the first mutual assessment EFSA/Expert was performed to introduce the competency-based approach to experts. This was the first step to evaluate competency gaps in the workforce and pave the way to a strategic workforce planning model for experts and staff, thus triggering relevant HR strategic actions to fill those gaps. In 2022, a new learning management system will be activated making available to experts dedicated courses of EFSA learning offer.

With a modernised platform, EFSA will focus on a broader exchange of knowledge within and outside EFSA, thereby ensuring more efficient and faster access to scientific intelligence both for the public and for participants in risk assessment and risk management. These activities will take place inside of a governance model led by DG-SANTE for the Health Policy Agency Cluster and will focus in 2022 on supporting a common interchange of data and a common approach to data storage and access. The collaboration with sister agencies and with the Commission on the interchange of data and interfaces between the EC-FSCAP regulated products dossiers platform and on ECHA's IUCLID chemicals data platform will allow for dissemination and public search of an increasingly interconnected data universe.

Aiming to increase the risk assessment capacity using innovative ways EFSA will further explore in consultation with its stakeholders the feasibility of engaging communities in food and feed risk assessment through collaborative crowdsourcing and citizen science crowdsourcing.

Concerning the Transparency Regulation measure reflecting the need for a long-term capacity improvement for EFSA's expertise and ways of work, and alongside the 2020 activity looking at improving the indemnity scheme for experts, EFSA will begin preparing for the implementation of the new expert selection rules applicable as of 2022. Following the adoption of these rules and in view of the panel renewal planned for 2024, a new call is aimed to be launched in 2023. The new way to select panel members will promote EFSA's attractiveness to experts and improve the long-term sustainability of EFSA's operating model.

Annual targets for Key performance indicators for Expected Operational Result 2.1.1 see table 7 in section II.

Expected Operational Result 2.1.2: The quality and scale of crisis preparedness and the identification of emerging risks is improved.

Main Outputs

Activities on emerging risks will focus increasingly on enhanced cooperation with Member States, EU agencies and stakeholders. Crisis preparedness is an EU priority objective, and in 2022 the tools and training delivered over the previous years, for example via the framework partnership agreement with Member States on tracing methodologies, will contribute significantly to this objective.

The procedure for identifying emerging risks often involves data collection or generation. In 2022 EFSA will continue working on framework partnership agreements with Member States on high-priority issues. The outcome of a holistic field survey on bee health, launched in 2017, will support the development and validation of the MUST-B model to develop a holistic, multifactorial RA.

In 2022 EFSA will continue media monitoring on emerging plant health risks using the MedSys platform. EFSA will also continue to develop and apply horizon scanning and to support Member states surveillance activities, for the early identification of new plant pest outbreaks. Based on previous scientific opinions and the results of outsourced projects, quantitative methodologies, including quantitative pathway analysis models and scenario analysis, will be further developed to include climate change and spatial aspects. The development of databases on plant pests, based on the revised structure of the EU database of apple fruit pests and diseases, will continue.

In the area of animal health, EFSA will cooperate with Member States to harmonise the collection and analysis of epidemiological data on African swine fever. EFSA will continue to automate data collection on animal disease outbreaks and surveillance (via its data collection framework (DCF), making it less labour intensive for both Member States and EFSA. Functions will be inserted to validate submitted data and predefined tables, and maps will be generated that could be used by Member States for their own purposes (e.g. presentations in PAFF meetings [67]). This approach is already in place for the annual data collection and assessment of *Echinococcus multilocularis* and will be applied to other diseases where EFSA has a mandate from the Commission (e.g. African swine fever, lumpy skin disease and avian influenza).

EFSA will implement an in-house bioinformatics service to support its risk assessments of food and feed products and the environment and will continue to build in-house capacity in this area. EFSA will

[67] Standing Committee on Plants, Animals, Food and Feed

continue to work on a system for the collection of whole-genome sequencing data from foodborne pathogens in collaboration with ECDC.

Annual targets for Key performance indicators for Expected Operational Result 2.1.2 see table 8 in section II.

Expected Operational Result 2.1.3: The quality of scientific guidance and methodologies, with the necessary risk assessment capabilities is improved to address future challenges.

Main Outputs

In a transition from the RAMPRO to the future Risk Assessment & Methods preparedness programme, EFSA will continue the coordinated development and implementation of new guidance and methodologies for risk assessment.

Through the activities of the Science Studies and Project Identification and Development Office (SPIDO) in 2020 the first wave comprising four scientific themes (risk assessment of combined exposure to multiple chemicals, artificial intelligence in evidence management, environmental risk assessment, and new approach methodologies) have been prioritised, and the accompanying four roadmaps will be developed in 2021. Envisioning of new themes will commence in 2021, aiming to develop approximately 2-3 scientific themes per year and their accompanying roadmaps for action. In parallel to the ongoing roadmap development project, calls will be launched in 2021 and 2022 if they fit into the scope of a theme and/or needed as preparatory work.

In the area of synthetic biology, two scientific opinions on the adequacy of existing guidelines for the characterisation and environmental risk assessment of genetically modified micro-organisms and plants obtained through synthetic biology will be finalised by June 2022. In addition a opinion on cisgenesis and the adequacy of current RA guidelines will also be adopted in 2022.

EFSA will also embark on the production of new guidance on environmental risk assessment (ERA) of nanomaterials.

EFSA activities on microbiome capacity building will continue in 2022. Two thematic grants will continue to map how considerations regarding microbiomes (gut and environment) could be envisaged for incorporation into EFSA's risk assessment.

In the area of chemical hazards, the training of experts and staff on models in toxicokinetics/toxicodynamics (TKTD models) and human variability will start in 2022, with a long-term view to integrating these new approaches into human, animal and environmental risk assessment (ERA). The project on inter-human variability in toxicodynamics will continue in 2022. EFSA's work on the applicability of read across for toxicological endpoints in chemical RA will continue in 2022.

In the area of biological hazards, work will focus on the microbiological risks linked to the use of water in food processing.

Work will start on updating EFSA's guidance on risk-benefit assessment in anticipation of more requests for this type of assessment.

In the area of pesticides, work will continue on the revision of EFSA guidance documents for the RA of pesticides on birds and mammals and on bees, two European Commission's requests.

EFSA will continue to develop a scientific opinion on the adverse outcome pathways for the identification of substances having endocrine-disrupting properties, and a joint EFSA/ECHA guidance document on the impact of water treatment processes on residues of active substance or their metabolites in water abstracted for the production of drinking water to be finalised in 2023.

EFSA will further implement and develop the cumulative risk assessment (CRA) of pesticides with European and international partners, following the first publications in 2020 and 2021 on thyroid and nervous system and on acetylcholinesterase inhibition. EFSA will also revise the EFSA's pesticide residues intake model (PRIMo version 4), a tool for the estimation of dietary exposure and risk to the EU consumers. PRIMo will be underpinned by more comprehensive European food consumption data derived from the EFSA Comprehensive food consumption database. EFSA also collaborate with EMA

to evaluate different exposure models for dual-use substances within the regulatory domains of pesticide residues, veterinary medicines and feed additives).

EFSA will also continue updating its guidance documents in the area of applications for regulated products: the new guidance on food flavourings will be finalised in 2022.

Annual targets for Key performance indicators for Expected Operational Result 2.1.3 see table 9 in section II.

Expected Operational Result 2.1.4: Preparedness for future regulatory and policy needs addressing the EU Farm to Fork, Biodiversity and Chemical strategies is ensured.

Main Outputs

Strategic alignment to reach the one-health goals and to implement the Green Deal proposal for the European Commission will be an area of focus. In 2022 EFSA will continue to pursue collaboration with its sister agencies (EMA, ECHA, EEA, ECDC). Based on initiatives in previous years, workshops with individual sister agencies or with specific clusters will be organised. Together with MS partners and EU Agencies, EFSA will contribute to the EU research and innovation agenda cycle to stimulate research and innovation to support risk assessment activities and policy making. EFSA will cooperate with the FoodSafety4EU project working on Food Safety Systems of the Future and be involved in preparation and start-up of European partnerships in EFSA's remit such as PARC, the One Health Antimicrobial Resistance; Animal health: fighting infectious diseases; Environmental Observations for a sustainable EU agriculture; and the Safe and Sustainable Food Systems for People, Planet & Climate.

Contributing to the implementation of the Chemical Strategy for sustainability in 2022, the activities related to the nine WGs established by DG EVN will continue and a plan to implement the result of those WG will be envisioned. Relevantly, the outcome of the WGs on Endocrine disruptors, on Mixtures, on OSOA and on Indicators will likely impact the current methodologies and a revision of the Guidance documents is expected. EFSA will continue addressing common mandates with ECHA and EMA, in the frame of the OSOA principles and in particular pillars, including the establishment of a common EU repository of human and environmental health-based limit values. The contribution of EFSA to the latter activity will be done via the Open FoodTox 3.0 integrated into IUCLID; a working context for validated endpoints and environmental/health-based limit values such as ADI, TDI, AOEL, TTC and PNEC (EFSA_VEP&HBLV) in IUCLID 6.7 release will be developed and an analysis of sources for legal limits for chemicals in food and feed will be performed.

EFSA will continue to work, in collaboration with ECDC, on a system for the collection and joint analysis of whole-genome sequencing data of foodborne pathogens from human and food/animal samples to support foodborne outbreak investigation.

Annual targets for Key performance indicators for Expected Operational Result 2.1.4 see table 10 in section II.

Expected Operational Result 2.1.5: Wider access to and broader exploitation of data and analytics is achieved.

Main Outputs

EFSA will continue to streamline its chemical monitoring data collections and literature services and widen its evidence base. EFSA will continue to support Member State data providers in the implementation of the SSD2 (standard sample description, version 2) common standard for data transmission across several data domains. EFSA will also continue data collections and management activities relating to food consumption as well as plant and animal health, fostering the acquisition and availability of data for environmental risk assessment (ERA). Ad hoc data collections and data extractions, as well as scientific reports on dietary exposure to specific contaminants, are expected to continue to be delivered upon request from risk managers.

On widening data coverage, EFSA will update and expand its food composition database to estimate intakes of nutrients with a view to possible revision by risk managers of tolerable upper intake levels as well as to support future work on nutrient profiles foreseen within the frame of the Farm to Fork Strategy.

EFSA will continue to engage with the JRC of the EC as well as European partners to increase the visibility of European chemical monitoring data on the IPCHEM portal.

EFSA will continue improving the Foodex2 Smart Coding App developed in 2021 to classify and describe food by applying natural language processing instead of manual coding. The use of this machine learning technique will decrease the burden on data providers/samplers in coding and classifying monitoring and survey data, while increasing the data quality (more accurate coding) and interoperability

In 2022, EFSA will continue to deliver improved capabilities for data collection and scientific collaboration using on-the-cloud solutions with increased storage space and computation power. The Rebuild Data Framework Projects project will start re-engineering EFSA's data collection, data connection and data analysis solutions on the cloud in collaboration with other EU Agencies, the National Competent Authorities and the European Commission. The re-engineering effort will occur in collaboration with the of DG-SANTE Health Policy Agency Cluster which will align the technology roadmaps and enable shared services across the sister agencies.

Raw monitoring and survey data from EFSA's SDWH will continue to be proactively published using digital object identifiers (DOIs) on EFSA's Knowledge Junction to increase openness to EFSA's scientific data and track its reuse. Data sets will continue to be published according to EU or international standards as applicable in open repositories by making use of linked data technologies. EFSA and stakeholders will continue to populate and share tools, evidence and information via the Knowledge Junction while the number of models available through model platforms like R4EU will be increased based on needs identified in mandates to EFSA for the implementation of guidance documents.

The update of the OECD MetaPath database for the incorporation of pesticide residues data will be finalised and corresponding data will be published on the EFSA Knowledge junction.

Annual targets for Key performance indicators for Expected Operational Result 2.1.5 see table 11 in section II.

2.3 Empower people and ensure organisational agility

Managing and enabling EFSA's operations by focusing on attracting talents and developing people, organisation, culture, services and tools is the driver to increase staff efficiency in all EFSA operations. Strengthened institutional partnerships will ensure alignment with higher-level strategies and goals, and increase effectiveness.

The expected outcome, namely "**Improved reputation of EFSA as an accountable institution and an attractive employer"** is driving the activities of the annual workplan in this area, further articulated in the expected operational results.

Expected Operational Result 3.1.1: Staff engagement is inspired by EFSA's value system.

Main Outputs

2022 will be the last year of new recruitments and onboarding from the Transparency regulation resources; moreover, EFSA will integrate in its resource pool the additional short-term contract agents provided to address the scientific capacity gap until the new sustainable model is fully operational.

EFSA will continue to focus on people management leveraging on insights regarding staff engagement and further development of the managerial community for consolidating all the recent transformation efforts. The 2022 learning plan and will focus on the change management needs in view of the Transparency regulation implementation and new organisational design, as well as the Leadership development programme. Moreover, EFSA will step up with the capability building for managerial and staff competences to drive the EFSA Strategy implementation, focussing on performance and process management, continuous improvement and lean methods, including overall awareness-raising and training. A new learning and development strategy for staff and experts will be developed to accompany the 2027 EFSA Strategy.

The Expertise Management Programme (EMP) will continue supporting the deployment of an integrated set of policies, processes and IT tools that allow for efficient talent management. The programme will transition in 2022 into the new Programme on Knowledge and Expertise. A dedicated project will continue its roll out, focusing in 2022 on talent development, and to ensure that staff and experts are more effectively supported throughout the life cycle of their relationship with the Authority.

Another significant outcome of the programme will be the delivery of processes, organisation, tools and information in an integrated solution allowing for flexible competency management, and the integration of workforce planning, sourcing, and its flexible (re)allocation and its development based on competency management into the new strategic plan.

The SARS-COV-2 outbreak has affected probably all workplaces across the world, and EFSA is no exception; the Authority acted swiftly to protect its workers and its operations and adopting "smart working" measures. Considerations on how the future of work will look have been on-going internally over the course of 2021, guided by the new 2027 Strategy and its impact on EFSA's operating model, and also following the inevitable changes brought by the COVID-19 crisis. While being committed to the aspirations of the new Strategy, the Transparency Regulation and the EU Green Agenda, all calling for strengthened partnerships within the food safety ecosystem, we are also reflecting on how these ambitions will impact our workforce, workplace and ways of working. Within this context, EFSA is envisioning activities to support the implementation of new ways of working, including a more attractive and relevant office experience. This important initiative, together with the envisioning project Digital Collaboration 2.0 to enhance collaboration and knowledge sharing experience, also will address the concerns staff expressed on the future of work, in particular on the balance between remote work and the need for increased collaboration and socialisation. In 2022 an action plan towards the future of work will be defined. With regards to the reshaping of the building, feedback will be used to design a set of pilots which will be tested ahead of the full site implementation. This will ensure the identification of the best solutions aiming at an optimal work experience for staff and stakeholders to be rolled out as from 2023 onwards.

Annual targets for Key performance indicators for Expected Operational Result 3.1.1 see table 13 in section II.

Expected Operational Result 3.1.2: User satisfaction and efficiency of enabling services is enhanced.

Main Outputs

EFSA will further improve the efficiency of transactional services, focused on leaning and user satisfaction, particularly with the following activities:

- Roll out the new service delivery model for "BuS transactional services", which was designed in 2019 with the aim to further improve customer experience and make those services as efficient and effective as possible. The new model for delivery of transactional services will be based on the shared support office, created in a virtual mode in 2021 and in full, for 2022 onwards, with the deployment of the Mission organisation and logistic services in 2022. This SSO will oversee an integrated provision of EFSA's transactional services, through a single service catalogue and single point of contact.
- Instruct and manage the new confidentiality decision making workflow. This broader competence implies implementing on a daily basis the challenging confidentiality decisions' procedure set out in the TR. Confidentiality decisions and the respective decisions on confirmatory applications are taken in line with the Practical Arrangements concerning transparency and confidentiality within the set timelines with a view of making available on EFSA's website the information pertaining to EFSA's scientific operations not awarded of confidentiality status.
- Enhance and complete the digitalisation of confidentiality assessments in the regulatory sectors of pesticides peer review, pesticides Maximum Residues Level and Part C of Directive 2001/18/EEC on deliberate release into the environment of genetically modified organisms. Digitalise the content sanitation process with a view to optimise the use of EFSA's resources, enhance security and accuracy and augment the efficacy of the proactive disclosure process, as well as time to publish sanitised documents.
- Further support the access to documents' workflow through the perfecting of the existing automated tool allowing for a swifter and digital interaction with access to documents' applicants and documents' owners. Support clarity of the process by means of the adoption of the Guidance for PAD Applicants to be published on EFSA website, accompanied by communications' activities for PAD applicants.
- Continue deploying the strengthened semi-centralised management of competing interests towards improved assurance, transparency targeting additional automation support for the DoI screening;
- Specific focus in adjusting the grants and procurements tools and in changing the current grants and procurement model by procuring higher value calls, exploring synergies between the operational units in view of grouping calls, identifying more and bigger framework contracts and partnership agreements, to obtain the procuring capacity necessary to ensure sustainability in view of the increase of the grants and procurements budget of EFSA's operations.
- Further develop shared services with the Commission and the EU agencies, with a focus on the new top-down prioritised areas to be agreed by the EU Agencies Network heads of agencies in 2020.
- Having completed the rationalisation and modernisation of EFSA's IT platforms, in 2021, EFSA will continue the investment in the digitalisation of EFSA's processes in order to increase the automation and the efficiency of its capabilities.
- Travel Management with enhanced security principle via new interagency framework contract which aims at identifying a single tenderer, with extensive and proven experience able to provide Travel Risk Management Services to fulfil the duty of care and guarantee the safety and security of European Union Institutions' staff.
- In the field of Business Continuity, in October 2021 EFSA obtained the ISO 22301 Management System re-certification and is committed at maintaining it through a continuous improvement

process. In the same year, EFSA started a significant project aiming at implementing the ISO 27001 Management System that should be completed and certified by 2022. The adoption of the international standard mentioned above will ensure that security aspects are considered by design in all organizational processes, therefore leading to a high level of resilience against conventional and cyber threats.

- EFSA will adopt the EC's solutions for records management ARES and HERMES to ensure proper storage, retrieval, dismissal or historical archiving of its records. All EFSA's records are established in the EFSA's Standard Operating Procedures

Annual targets for Key performance indicators for Expected Operational Result 3.1.2 see table 14 in section II.

Expected Operational Result 3.1.3: Operational performance is ensured.

Main Outputs

EFSA will continue ensuring operational performance via the provision of fit for purpose governance and management services, under an overarching accountability framework:

- Adopt the EFSA Accountability policy and roll-out the roadmap for the integration and streamlining of EFSA's management systems, addressing EU, International and EFSA internal standards towards the common objectives of legality and regularity; quality and performance; health, safety, security and environment. Develop a new integrated management systems register and workflow as a key enabler.
- 2022 will also be the year whereby EFSA will start reviewing the EFSA Independence Policy to be adopted by the EFSA Management Board in 2023. Indeed, the Policy adopted by the EFSA Management Board in 2017 was at the core of EFSA reform of the rules on Competing interests management and foresees a review clause after five years. EFSA independence policy is considered a benchmark and is recognised as one of the most stringent and advanced set of independence rules in the EU ecosystem.
- Finalise and roll-out the revised governance and decision-making framework in line with the expectations from the new Strategy and the new organisational design.
- Ensure transparent monitoring and steering of the EFSA Strategy 2027 via an updated performance framework and implementation plan based on comprehensive, yet concise, set of performance metrics as well as fit for purpose evaluations and qualitative analyses focused on results. Stemming from the new strategy, EFSA will implement its 2027 Technology roadmap, in close alignment to the EC's HPAC initiative.
- Continue with the streamlining of EFSA's risk-based internal control and auditing scheme under the new integrated management system framework, and with the cohesive planning and reporting of respective Assurance Management activities in EFSA. Review the internal control framework monitoring criteria in view of the new EFSA Strategy 2027, new process architecture and new organisational design.
- Aiming at customer satisfaction and continuous improvement, implement EFSA's Quality system in line with the ambitions of the new strategy, and the updated EFSA Process Architecture 3.0 and Quality policy, while addressing the recommendations from the 2021 ISO 9001:2018 surveillance audit for re-certification. Start the full deployment of the revised hierarchy and repository of normative documents, to achieve efficiency and better results.
- Further strengthen continuous improvement via a better coverage of bottom – up and top-down needs, the regular reporting and communication of the results achieved, and a focus on efficiency gains.
- Continue with the ongoing efforts of integration and automation of assurance, quality and performance data and tools, improving the efficiency of its corporate reporting and the effectiveness of analytics, supporting decision-making.

- Prepare for the adoption of the EC's solutions for records management in ARES and HERMES (to be deployed in 2023) to ensure proper storage, retrieval, dismissal or historical archiving of its records. All EFSA's records are established in the EFSA's Standard Operating Procedures.
- Implement a full Converged Security approach by adopting a comprehensive holistic approach to protect EFSA's tangible and intangible assets. Security and Business Continuity is ensured. Information Security is managed to adequately mitigate risk due to evolving digital risks, and EFSA started a significant project aiming at implementing the ISO 27001 Management System (Information security) that should be completed and certified by 2022. In the field of Business Continuity, in October 2021 EFSA obtained the Management System re-certification (ISO 22301) and is committed at maintaining it through a continuous improvement process.
- Continue with the efforts on the "greening" of EFSA's operations, underpinned by ISO 14001 certification (environmental management) and EMAS registration, and in cooperation with the respective EU Agencies Network initiative; as well as on maintaining the certification on Occupational health and safety (ISO 45001)

Annual targets for Key performance indicators for Expected Operational Result 3.1.3 see table 15 in section II.

Expected Operational Result 3.1.4: Alignment with EU strategies and policies is ensured.

Main Outputs

The EFSA Strategy 2027 adopted by the Board in June 2021 is designed to address the implications of the Transparency Regulation and the EU policy developments under the new EU Green Deal, particularly the farm to fork, chemicals and biodiversity strategies. Assisting the European Commission in the implementation of these strategies are part of EFSA's advocacy priorities for 2022.

EFSA will carry out activities to work towards closer cooperation and building new relationships with institutions, with sister agencies and with DG Health and Food Safety, supported by EFSA's Brussels liaison office. This will include facilitating visits to EFSA, participating to hearings in the European Parliament committees, and organising bilateral exchanges with Institutional leadership. EFSA will continue to closely follow and implement the recommendation by the Council and European Parliament with regards to EFSA's discharge. Exchanges with European or national institutions to support EFSA on budget, policy/regulatory matters, but also reciprocally to support national policymakers and Council presidencies in their work programme within EFSA's remit will be sought.

EFSA will actively contribute to the activities of the EU Agencies Network, working towards the new strategic objectives of the Network. Support for HPAC and other initiatives leading to a closer collaboration between the Commission and the decentralised agencies in the health and food safety area will be provided.

EFSA will embark on the implementation of the new strategy and its monitoring under the updated performance framework, now included in the EFSA Programming Document 2022-2024.

EFSA will collect insights from the above-mentioned exchanges with its Institutional partners, as well as from the external environment, to complement the internal monitoring and to ensure continual alignment of the strategy and its implementation plan.

Annual targets for Key performance indicators for Expected Operational Result 3.1.4 see table 16 in section II.

Appendices

Appendix A. — Plan for scientific questions to be closed in 2022 per strategic objective

Table 24. Predicted number of questions closed in 2022

Questions per strategic objective and type of output	ASSES						ENABLE		EN-GAGE	TOTAL
	BIOHAW	FEEDCO	FIP	NIF	PLANTS	PREV	iDATA	MESE	KNOW	
SO1 – Deliver trustworthy scientific advice and communication of risks from farm to fork										
SO1 – EFSA scientific outputs – evaluation of regulated products	1	116	113	53	75	29				387
Of which:										
– conclusion on pesticides peer review					5	28				33
– opinion of the scientific committee / scientific panel	1	116	113	53		1				284
– guidance of the scientific committee / scientific panel										
– statement of the scientific committee / scientific panel										
– reasoned opinion					66					66
– scientific report of EFSA										
– guidance of EFSA										
– statement of EFSA					4					4
SO1 – Technical reports – evaluation of regulated products				7		12				19
SO1 – Other publications (external scientific reports/event reports) – evaluation of regulated products				5		1				6
– Other publications - external scientific report				5		1				6
– Other publications - event report										
SO1 – Sub total – evaluation of regulated products	1	116	113	65	75	42				**412**

Questions per strategic objective and type of output	ASSES						ENABLE		EN-GAGE	TOTAL
	BIOHAW	FEEDCO	FIP	NIF	PLANTS	PREV	iDATA	MESE	KNOW	
SO1 – EFSA scientific outputs – general risk assessment	9	11	3	11	123	11	3	1		172
Of which:										
– conclusion on pesticides peer review						9				9
– opinion of the scientific committee / scientific panel	4	9	3	4	61	2		1		84
– guidance of the scientific committee / scientific panel										
– statement of the scientific committee / scientific panel	2			4						6
– reasoned opinion					5					5
– scientific report of EFSA	3	2			57		3			65
– guidance of EFSA										
– statement of EFSA				3						3
SO1 – Technical reports – general risk assessment	5		2		69		8	2		86
SO1 – Other publications (external scientific reports/event reports) – general risk assessment				1						1
– Other publications - external scientific report										0
– Other publications - event report				1						1
SO1 – Subtotal – general risk assessment	**14**	**11**	**5**	**12**	**192**	**11**	**11**	**3**		**259**
SO1 – Total	15	127	118	77	267	53	11	3		**671**
SO2 – Ensure preparedness for future risk analysis needs										
SO2 – EFSA scientific outputs	0	0	1	1	1	4		2		9
Of which:										
– opinion of the scientific committee / scientific panel				1		1		1		3
– scientific report of EFSA					1	1				2
– statement of the scientific committee / scientific panel										
– statement of EFSA										

Questions per strategic objective and type of output	ASSES						ENABLE		EN-GAGE	TOTAL
	BIOHAW	FEEDCO	FIP	NIF	PLANTS	PREV	iDATA	MESE	KNOW	
– guidance of the scientific committee / scientific panel			1					1		2
– guidance of EFSA (regulated products)						2				2
SO2 – Technical reports			1			2	2	5	2	12
SO2 – Other publications (external scientific reports/event reports)	1			2	4	3	5	3	5	23
– Other publications - external scientific report	1			2	4	3	5	2	5	22
– Other publications - event report								1		1
SO2 – Total	1		2	3	5	9	7	10	7	**44**
Total questions	**16**	**127**	**120**	**80**	**272**	**62**	**18**	**13**	**7**	**715**

Appendix B — Projects and process improvement initiatives per strategic objective

Table 25. Projects and process improvement initiatives per SO — Timelines, deliverables for 2022-2025, benefits and allocated resources overview.

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
EOR 1.1.2	**Generic scientific advice is delivered efficiently and with quality**									
Project for the finalisation of the re-evaluation of the safety of BPA	The project will establish a protocol detailing the criteria for new study inclusion and for toxicological evidence appraisal for the re-valuation of BPA to ensure an efficient and transparent re-assessment of BPA	Communication and reputation management	X				03/01/21	12/31/22	0	3.1
		EU and international collaboration (ECHA, SCHEER, US FDA)	X							
		Public consultation and final BPA opinion production	X							
Renewal assessment of glyphosate (PRAG)	The project will improve the preparedness requested for the upcoming renewal activity of glyphosate and to optimize the lessons learnt from the previous renewal	Communication and reputation (Media relations, Stakeholders engagement, Data dissemination)	X				05/26/20	01/01/23	0	0.4
EOR 2.1.1	**Harmonised RA culture is ensured at EU level**									
Customer Relationship Management Project ART (former Relationship Management Project ART)	The project will complete the delivery initially targeted in 2021 by Relationship Management Project to fully realise the benefits of the newly introduced processes to manage EFSA's third parties, while proposing a roadmap for future developments of EFSA customer relationship management.	Prioritised enhancements completed	X				09/25/19	06/30/22	6,43	10.4

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
EFSA Living Scientific Assessment Framework IMP	This project will support the development and the testing of a framework linking all the items that are part of EFSA risk assessments. It will build on the recommendations of the Wiley EFSA Journal Report structure, the Advisory Forum Task Force on Data Collection and Data Modelling and the EFSA Strategic Data Roadmap.	A new rapid, validated and fit-for-purpose common framework to identify and link EFSA'RA items in a way that they can be searched, shared, combined and re-used across platform				X	01/03/22	12/31/25	1.0	3.1
Organisational Design Project ART	The project will ensure alignment with the Transparency Regulation by selecting and recruiting the required competencies, staffing and expertise	Tools updated	X				02/25/20	12/31/22	1,24	7.7
		Change Management & Hypercare	X							
		A revised decision of the MB on the selection of expert members (Panel, WG) and associated documents (SOP, WIN)	X							
		Implement the recruitment and transfer following the developed Internal Mobility and Recruitment plan. Launch of new calls based on new Gap Analysis based on EPA3.0/rightsizing	X							
		Staff recruiting (EPA3.0 + target blueprint)	X							
EFSA conference 2022	The aim of the EFSA Conference 2022 is to achieve the following main objectives: - raising EFSA's scientific visibility and profile at a European and international level; - strengthening EFSA's reputation in scientific excellence and build leadership in risk assessment; - sharing knowledge and monitoring the latest scientific developments in	Finalisation of the Conference programme and opening of public registrations	X				03/24/20	12/31/23	1.86	7.3
		Publication of the book of abstracts as an EFSA Journal Supplement	X							
		4th Scientific Conference in the second quarter of 2022	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	food safety risk assessment; - engaging with the scientific community: strengthen relations and build trust; - enhancing EFSA's relations with the EU institutions and EFSA's Sister Agencies; - enhancing relations with EFSA's international partners by creating networking opportunities with other food safety bodies at a global level; - ensuring fitness for purpose of risk assessments and preparedness for a more sustainable future; - enhancing the EU risk assessment capacity by triggering scientific cooperation among leading scientists.	Publication of the Conference proceedings as an EFSA Journal Special Issue	X							
		Envisioning workshop in preparation for the next (5th) Scientific Conference		X						
Public perception flash monitor	The project will enhance outreach of communication on emerging/new issues due to faster availability of insights from social research, supporting EFSA tactical communication decisions	Flash poll on topic 2 (Concern scanning for communication and deep dive in emerging topic to be selected in Q2 2022)	X				08/2/21	08/31/22	0.10	0.2
Capacity building for microbiome assessment RAMPRO	The project will increase the capacity of EFSA staff and experts on the possibilities for impact assessment on microbiota, increasing preparedness and response	Interim results of the thematic grants and Interim Report	X				01/28/20	01/31/23	0	2.0
		Technical Interim Report	X							
		Final Technical Report		X						
EFSA's Pre-Accession Programme 2019-2022	The project will implement the new IPA Programme, to further increase the involvement of IPA competent bodies which are active in the fields relating to EFSA's mission. 1.Continuation in building up	Prepared and agreed new project proposal with DG NEAR and DG SANTE (Description of Action and the budget) in respect to the outcome of IPA survey on	X				01/01/19	12/31/22	0,7	4

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	communication and information exchange systems enabling closer cooperation of the IPA countries and EFSA; 2.Transfer knowledge on methodologies used in the fields of EFSA, in particular on risk assessment and data collection; 3.Increased alignment to EFSA's data collection methodologies and increased data reporting to EFSA; 4.Increased and improved scientific and technical capacity to collect and analyse data on animal disease outbreaks and surveillance in the IPA countries; 5.Support to the beneficiary countries in their activities linked to risk communication.	important areas for the scientific and technical cooperation								
Joining forces at EU level - Artificial Intelligence (AI) IMP	The project will achieve deployment of Artificial intelligence in EU Agencies by: - creating a collaboration model including roles and responsibilities - Regular videoconferences and workshops - A Collaboration Tool (Virtual Community Hub) shared between Agencies and Member States	Apply AI to "Critical Appraisal" Phase of Systematic Reviews	X				01/22/19	12/31/27	3.22	3.2
		Apply AI to "Automatic Generation of Final Report" Phase of Systematic Reviews	X							
		Complete Ontology for Food and Feed Safety		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	- Update the EU AI Common Roadmap as applicable during the project progress -Improve the shared method, to incorporate AI technologies for Systematic Reviews - Inventory of existing methodologies and tools used by agencies and DGs - Choice of tools, either open source or proprietary	Apply AI to "Data Extraction" Phase of Systematic Reviews		X						
Building a wider food safety research community	The project will: - become trusted knowledge broker for wider risk assessment community - advocate uptake of EFSA's regulatory research needs - build synergies with research projects avoiding duplication of efforts - foster impactful research that feeds regulatory science/ policy / decision-making	EFSA's 2nd Risk Assessment Research Assembly (RARA)	X				01/29/19	12/31/23	0.27	4.6
		Cooperation established with the Coordination and Support Action (CSA) FoodSafety4EU on Food Safety Systems of the Future		X						
		Involvement in start-up of 4 European partnerships relevant to Food Safety		X						
		Involvement in start-up of 3 European partnerships relevant to Food Safety	X							
		Increased synergies with research projects (34)		X						
		Increased synergies with research projects (32)	X							
Objectivity Policy Project ART	The project will ensure the review of EFSA's Policy on independent scientific decision-making process in line with the enhanced levels of transparency and engagement to be attained after the implementation phase of the TERA Project and ensuring the alignment of EFSA's rules on Declarations of Interest to	EFSA informs the EC (DG HR) on adoption	X				11/16/15	3/31/22	0.10	0.9

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	the forthcoming Independence Policy 2017.									
Expertise Management Programme	The project will enhance talents as EFSA's key asset in delivering safer food for EU citizens. Ensuring the sustainability of future cooperation with external experts. Streamlining 'talent management' procedures and improving productivity with the support of best-of-breed technology	Closing programme activities	X	X	X		1/1/15	12/31/30	0.92	2.5
Enabling services Project ART (former End2End Support)	The project will integrate additional services (BUS and Scientific) into the SSO delivery model to improve efficiency and customer satisfaction and complete the centralised Admin Centre to be fully functional by January 2022	Delivery of New Training Organisation Process	X				02/18/20	06/30/22	10.19	8.2
		Delivery of meeting room M05	X							
		Board Room	X							
		Delivery of Mission Organisation	X							
		Admin Centre SOPs and WINs update	X							
ART: Architecture Transformation Programme	This project will complete the delivery initially targeted in Relationship Management Project and Enabling Services Project	Technical Analysis of prioritized requests for change, Technical test plan draft and execution of requests for change, Implementation of prioritized RFC	X				09/10/18	12/31/22	8.32	14.1
		Technical Implementation of prioritized Requests for change	X							
		Complete change management plan	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Prepare and complete training Plan	X							
EOR _2.1.2	**The quality and scale of crisis preparedness & ER identification is improved**									
Syndromic Surveillance RAMPRO	The project will deliver the implementation of a system capable of the timely analysis of disease/infection indicators (including syndromic data) at a European level for optimising the surveillance activities in Europe, facilitating earlier detection of disease	Publication of Technical report(s)	X				02/04/20	12/31/22	0.26	1.0
Development of contextualized information on the differences between the concepts of Hazard and Risk in 27 Member States, Iceland and Norway.	The project will enhance the ability to clarify distinction between hazard and risk through coordinated communication with localised content tailored to specific citizen information needs	Develop and implement qualitative research techniques to understand public information needs to improve understanding of the concepts of hazard and risk	X				05/01/21	10/31/22	0.27	0.2
		Develop communication material per country (27 Member states, Iceland and Norway) with localised content	X							
Identification of emerging chemical risks in food RAMPRO	The project will collect additional data regarding identified emerging chemical issues and to identify chemical emerging risks in food.	EFSA event report			X		01/14/20	06/30/24	0.66	1.9
		International conference on chemical emerging risks			X					
		Technical report on evaluation of all EFSA activities on chemical emerging risks		X						
		Technical report on TIM (Tool for Innovation Monitoring)		X						
		External scientific report on evaluation of REACH3 (screening of prioritised substances)		X						
Joint research for evidence-based	The project will perform a joint perception research on the topic of	Data Analysis and technical report	X				01/15/21	6/17/22	0.10	0.3

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
risk comms (microplastics)	microplastics in environment and food (in Germany and one additional EU country), harmonizing the research design, data collection, analysis, interpretation and publication of findings.	Publication	X							
		Research design (consumer survey questionnaire)	X							
Emerging Risks Analysis Platform (ERAP)	The project will have a better overview and understanding of EFSA's emerging risks analysis process through the ERAP platform. In addition all this will result in a more collaborative management of the emerging risks analysis activities, with a greater involvement of MS Competent Authorities, Stakeholders and EFSA partners (EC, Sister Agencies international organisations). The final objective is to inter-connect the various emerging risk identification systems across the EU institutions	IT Blueprint + Development and implementation of an IT solution addressing the business requirements for the ERAP Platform			X		09/20/21	12/31/24	0.48	0.6
		Test Cases, test scenarios. User manual incl. quick user guide, training materials and final report of the procurement			X					
PLH data collection on Xylella vectors	The project will collect data on the seasonal development and life cycle of xylem-sap feeding insect vectors and potential vectors of Xylella in Europe. This work will support quantitative risk assessment, risk mitigation modelling and development of integrated pest management options to control the vectors in both conventional and organic farming. EFSA has already funded detailed studies about biology of Xylella vectors in Italy and in Spain, has launched in 2021 an Art. 36 Call to collect such data in Portugal and	Calls for proposal - Art. 36 Grants to collect data on biology of Xylella vectors and potential vectors (in areas favourable for establishment of Xylella)		X	X	X	6/6/17	12/31/27	1.10	0.4
		External Scientific Report on biology of vectors and potential vectors of *Xylella fastidiosa* in Portugal				X				

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	plans to launch three other calls in 2023, 2024 and 2025.									
Biosecurity assessment in terrestrial/ aquatic farms RAMPRO	The project will lead an initiative with a holistic, harmonised, transparent approach to the development and assessment of biosecurity measures in farms to cover the needs of farmers, veterinary authorities, DG SANTE and EFSA under the same umbrella.	The project will deliver (to be further defined): - Gather and summarise scientific knowledge - Tailoring the basic principles of biosecurity and identify the appropriate biosecurity measures - Develop guidelines for farmers - Develop methodology for harmonised risk-based biosecurity assessment of the farms - Assess existing digitals tools or projects - the project will develop digital tools for farmers to self-assess the level of biosecurity in their own farms, to identify the weaknesses and the strengths of the biosecurity systems, to enhance, modify or improve the biosecurity measures according to targeted risks.					01/01/22	12/31/25	0.90	3.5
SIGMA 2.0 IMP	This project will make tools more user-friendly providing the applicant with a data quality checking tool for reducing the number of manual steps, through by means of a machine-to-machine IT approach. This will result in an even faster receipt of data to EFSA, particularly useful in case of emergencies.	Envisioning project – deliverables to be defined					01/01/22	12/31/24	1.14	3.9

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
An integrated approach to assess the human health risks of ciguatoxins in fish in Europe RAMPRO	The project will build up on the Eurocigua project and established network of interested member states and EU Agencies, a follow-up activity with data collection for risk assessment of ciguatera fish poisoning in Europe and development of predictive modelling.	Envisioning project – deliverables to be defined					01/01/22	12/31/24	1.0	0.5
Food and feed from tomorrow's oceans SPIDO	The project will perform a foresight study on potential drivers of emerging risks of ocean-related activities for the safety of food and feed. The main two areas are: - a foresight study to look at those future uses of the ocean and its resources that may impact the food and feed systems, in a context of global changes - identification and characterisation of emerging risks for food and feed safety.	Envisioning project – deliverables to be defined					01/01/22	12/31/24	0.26	0.3
Identification of emerging risks related to food supplements RAMPRO	The project will develop a methodology for identifying emerging risks related to food supplements.	Envisioning project – deliverables to be defined					06/01/22	12/31/24	0	0.4

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
EOR _2.1.3	**The quality of scientific guidance & methodologies**									
Outsourcing of the application of next-generation sequencing (NGS) on noroviruses RAMPRO	Then main objective is to use Next Generation Sequencing (NGS) to identify and characterise Norovirus from an important food source, namely oysters in order to explore the genetic diversity of these viruses. Attempt to investigate the suitability of NGS as a tool in the retrospective analysis of outbreak strains (if available).	Final Scientific External report	X				03/20/2018	05/03/2022	0	0.11
Develop and implement 3 pipelines to analyse whole genome sequence (WGS) data provided in technical dossiers of applications for regulated products dealing with microorganisms IMP	The project will introduce a new lean process for sharing the results of the analysis in a safe and confidential environment. A More comprehensive microorganisms' risk assessment through a validation and automatised approach with the integration of new methodologies in the risk assessment procedure -Standardising microorganism WGS based analysis -Increase the transparency and the involvement in the assessment of WGS data	Produce an analytical pipeline for yeasts/fungi	X				03/15/21	12/31/22	0.44	1.3
		Produce an analytical pipeline for viruses	X							
		Implementation of business intelligence tools and user interaction	X							
		Security plan (Addressing Confidentiality)	X							
		Produce an analytical pipeline for bacteria	X							
		Validation Testing	X							
		Hypercare	X							
		Communication Plan	X							
		Documentation	X							
		Training	X							
		Report on an Investigation of other opportunities for the extension of the service	X							
		Closing Report	X							
		Lessons Learnt Workshop and Report	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		SOP/WINs	X							
		Setup and Configure the architecture to deliver the new analytical service	X							
Refinement of the RA methodology for Open Reading Frames (ORFs) in GMO applications RAMPRO	The project will increase effectiveness (shorten timelines, increase consistency of analysis, and increase confidence of predictions) of the RA of applications: - by eliminating the high 'background noise' that the current approach generates - by increasing the focus on the elements that are more likely to represent a safety concern (improved 'signal-to-noise ratio') - by standardizing the approach across different applicants/dossiers. - by developing refined strategies for assessing new products derived from biotechnology that are likely to come in the near future.	Propose criteria for the definition and selection of ORFs relevant for RA and the development of a novel approach to assess the likelihood of ORFs expression		X	X		01/01/21	12/31/24	0.31	0.2
		Interim external report	X							
		Final external scientific report from contractor		X						
		Draft Scientific Opinion sent to GMO Panel for review		X						
		Scientific opinion of the GMO Panel addressing the ORF analysis with a proposal for a refinement of its RA methodology			X					
Enhancing the toxicological assessment of proteins in food and feed: exploring in silico and in vitro tools and developing novel strategies RAMPRO	The project will design a NAM-based strategy for the toxicological assessment of proteins in food and feed by developing an in-silico RA approach to predict protein toxicity and an overview of in vitro systems to experimentally investigate protein toxicity integrating in silico predictions and testing strategies for selected toxic proteins (i.e. identification of fit-for purpose battery of in vitro tools).	Contribution to "Enhancing the toxicological assessment of proteins in food and feed: exploring in silico and in vitro tools and developing novel strategies"			X		01/01/21	12/31/25	0.57	0.9
		Contribution to "Enhancing the toxicological assessment of proteins in food and feed: exploring in silico and in vitro tools and developing novel strategies"			X					

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		To set user requirements and to develop a software for conducting in silico prediction of protein toxicity (Procurement D)			X					
		Development of the EFSA GD on the prediction of protein toxicity				X				
		Explore methodologies to predict protein toxicity and to identify candidate(s) methodologies for the development of a GD and an in silico prediction tool.		X						
		To gather information on the available in vitro systems to test protein toxicity and to evaluate their applicability to testing protein toxicity. In vitro testing batteries should be proposed.	X	X						
		Identifying types of protein-based products and related technological processes, and to investigate if/how processing affects the protein originally present in the raw commodity (degradation, denaturation etc).		X						
		Contribution to "Enhancing the toxicological assessment of proteins in food and feed: exploring in silico and in vitro tools and developing novel strategies"			X					
EFSA Feed classification system and feed consumption database	The project will contribute for the implementation of new tools for improve the accuracy and reliability of the dietary exposure, and therefore the overall feed risk assessment, in farmed and companion animals such as:	Final Contactor report		X	X		07/30/21	12/31/24	0.60	0.7
		Stakeholder event report			X					
		EFSA Technical report proposing on implementation of an EU feed consumption database			X					

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	- development of a harmonised feed classification system - development of an EU feed consumption database for farmed and companion animals									
Adversity observed on reproductive organs and related Mode of actions: relevance for populations of wild mammals RAMPRO	The project will provide clear recommendations on when an adverse outcome based on uterus adenocarcinoma is relevant and when not based for example on the occurrence in terms of number of animals affected and age of the affected animals and empirical support.	Scientific opinion		X			09/15/22	06/15/23	0.04	0.2
Use and reporting of historical control data (HCD) RAMPRO	The project will create a common understanding on how HCD should be used and presented during the pesticide authorization process. Industry and MSs will benefit of a single, high scientific standard approach, avoiding a case by case decision approach providing more certainty on the expected outcome from the regulatory processes dealing with the evaluation of carcinogenesis and repro-developmental toxicity in EU.	Scientific Opinion on the collection, use and reporting of HCD for regulatory studies		X			01/01/20	11/30/23	0.04	0.7
		Preparation and management of the procurement	X							
		Launch of the Public consultation of the draft Scientific Opinion of the PPR Panel on the collection, use and reporting of HCD for regulatory studies		X						
		Reporting of the public consultation in 2023		X						
Characterisation of human variability in Toxicodynamics: towards the development of quantitative Adverse Outcome Pathways (AOPs) RAMPRO	This project will address the issue of human variability in Toxicodynamics in response to specific cell stress and cell death pathway activation in two ways: (i) systematic review of existing literature and (ii) de novo data generation using human peripheral blood lymphocytes (PBLs) from different	First report	X				01/01/20	7/31/26	1.81	1.1
		Second report	X							
		Fourth report				X				
		Final report				X				
		Scientific colloquium event report				X				

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	populations exposed to directly acting cytotoxic substances that activate specific									
Animal dietary exposure assessment for GM Feed	The aim of this project is to give further clarifications and clear indications to applicants when submitting estimations for animal dietary exposure in the frame of dossiers for the authorization of GM crops for food and feed.	EFSA Statement on animal dietary exposure assessment for GM feed.	X				01/01/20	3/31/22	0	0.05
Cumulative Risk Assessment (CRA) of pesticides from 2020 onwards - RAMPRO	The project will review in appropriate way the programme of work for the implementation of Cumulative Risk Assessment of pesticides from 2020 onwards based on the experience acquired and on recent achievements of the Scientific Committee in the area of the risk assessment of combined exposure to chemicals.	Development of new Cumulative Assessment Groups (CAGs) for organs/systems other than the nervous system and the thyroid (updated on 31 August 2021, as agreed with SANTE): Organ/system 1 (kidney): October 2021 to January 2023 Organ/system 2 (TDB): October 2022 to January 2024 Organ/system 3 (TBD): October 2023 to January 2025 Organ/system 4 (TBD): April 2024 to July 2025 Organ/system 5 (TBD): October 2024 to January 2026				X	09/10/20	12/31/25	1.73	8.1
		Data collection of toxicological effects of pesticides	X							
		Update of existing Cumulative Assessment Groups (CAGs)- Recurrent activity starting in 2022 Foreseen timelines: Update of the CAGs for the effects on the thyroid: January 2022 to May 2022	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Update of the CAGs (Cumulative Assessment Groups for the effects on the nervous system: January 2023 to May 2023 Update of the CAGs for the effects on kidneys: January 2025 to May 2025								
		Retrospective (Cumulative Risk Assessment) CRAs from 2022 - Recurrent activity starting in November 2022 The work programme fitting to the EFSA/SANTE is established as follows: Organ/system 1 (kidney): November 2022 to September 2023 Organ/system 2 (TDB): November 2023 to September 2024 Organ/system 3 (TBD): November 2024 to September 2025 Organ/system 4 (TBD): May 2025 to March 2026 Organ/system 5 (TBD): November 2024 to September 2026	X							
		Implementation of the prioritisation method	X	X						
Revision of the EFSA Guidance Document on the risk assessment of plant protection products on bees	The project will improve the risk assessment and the confidence of the decision-making process delivered by EFSA with a comprehensive guidance, with an increase in terms of harmonisation	Finalisation of the Guidance on bees and pesticides after Public consultation	X				01/14/20	7/31/22	0.41	5.8

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
(Apis mellifera, Bombus spp. and solitary bees) (EFSA,2013) RAMPRO	between MSs, resulting in a more fit for purpose EU risk assessment for bees in line with higher requirements of the current legal framework to protect bee.									
Critical appraisal forms for ecotox studies RAMPRO	The project will develop Critical Appraisal Tools (CATS) to support the evaluation of the studies submitted with the dossiers. The project should focus on the ecotoxicity studies available in the dossier of the pesticide active substances, particularly on those studies for which standardized international agreed protocols are not available. As main objective, for a a number of pre-defined ecotoxicological study type available in dossiers, the project should aim at developing specific criteria enabling the evaluator to assess the relevance and the reliability of the studies.	Final report	X				01/28/20	09/1/22	0.28	0.2
		Intermediate report/meeting	X							
Guidance for consideration and parameterisation of photo transformation compounds in groundwater exposure assessment of plant protection products	The project is will deliver a guidance to be used by applicants seeking licenses to market plant protection products and relevant classes of biocidal products defining the water treatment processes that would need to be addressed and the way that this should be done in the dossier and its assessment.	Technical report on outcome of public consultation on the draft Guidance	X				02/25/20	01/7/22	0	0.1
		Publication of the final guidance	X							
Guidance document (joint	The project is will produce a guidance document (joint with ECHA)	Draft Guidance for public consultation	X				09/10/20	06/30/23	0.20	0.8

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
with ECHA) on the impact of water treatment processes on residues of active substance or their metabolites in water abstracted for the production of drinking water RAMPRO	The project will define the water treatment processes that would need to be addressed and the way that this should be done in the dossier and its assessment.	Launch of public consultation (joint with ECHA)	X							
		Closing of public consultation	X							
		Publication of final Guidance		X						
EFSA Toolkit for Benchmarking dose (BMD) analysis RAMPRO	The project will harmonise the outcomes of dose-response assessments extracted by EFSA-US software for BMD analysis	Dissemination workshop with a focus on pesticides risk assessment	X				10/11/19	07/31/23	0.21	1.3
		Adoption of the Updated guidance and endorsement of the consultation report	X							
		Finalised Targeted consultation of the updated guidance	X							
		Trainings by EFSA staff on the updated guidance and BMD analysis platform (to be ended by)		X						
Read across for Chemical RA in food safety RAMPRO	The project will improve consistency in the methodology applied for our outputs for regulatory considerations through a clear definition of the applicability domain of read-across in chemical risk assessment in EFSA, transparency and reproducibility of methodology applied for our outputs for regulatory considerations for all stakeholders involved and consistency in risk assessment methodologies and harmonisation	Final report			X		01/28/20	03/15/24	0.31	0.9
		Workshop on the use of read-across guidance in food safety assessment			X					
		Interim report 2 describing execution of task 2		X						
		Public consultation of draft guidance		X						
		Adoption of the Guidance		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	between EU sister agencies such as ECHA.									
New approach methodologies for RA of chemicals in food SPIDO	The project will create an EFSA leadership capacity in the use of New Approach Methodologies for Risk Assessment. EFSA's chemical risk assessments will be more informative and capable to address susceptible groups of the population. In addition, case studies will produce direct short-term benefits increasing and harmonising EFSA capacity for using these innovative methods in the RA of contaminants and regulated products	4 Accelerating the pace of Chemical Risk assessment (APCRA) case reports published in scientific journals: 2 cases led by EFSA and 2 including EFSA contributions			X		02/18/20	03/31/22	1.8	2.8
Water in food processing	The project will provide an assessment of the microbiological risks relating to the use of water in the processing and handling of fruits and vegetables and related control options	Adoption of the scientific opinion on the use of water in the processing and handling of fruits and vegetables and related control options			X		09/29/20	12/31/24	0.74	1.8
		Publication of the scientific opinion			X					
Benchmark Dose Model (BMD) RAMPRO	The project will facilitate the use of the benchmark dose approach in RA by EFSA experts and partners.	Systematic Literature Review protocol developed (to be published in the Knowledge Junction)	X				08/22/17	05/31/24	0.46	0.9
		Repository of informative priors (to be published in the Knowledge Junction) for different endpoints and species		X						
		Final report on Benchmark Response repository (to be published)			X					
		Inventory of BMR values for BMD analysis (to be published in the Knowledge Junction)			X					

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		R package with the Bayesian model averaging including the general model family, also models accounting for different complexities in the data will be explored such as clustering and the inclusion of covariates.	X							
		Technical report describing the methodology developed for both type of endpoints (including a description of the general model family and its assessment in terms of flexibility and diversity to accommodate different dose-response shapes) and the programming effort undertaken to develop the models and the Bayesian model averaging approach, assessing also their performance comparison with existing approaches (frequentist model averaging method and case studies used to compare with results obtained from Benchmark Dose Software - BMDS 3.0)	X							
Risk assessment project ART (former End2end Science)	The Risk Assessment Project (RAP) will deliver a set of agreed and prioritised processes, technology and information management changes that will add business value to EFSA's scientific work. In particular, the solution proposed by the RAP project includes: Implementation of requested changes to the end-to-end Risk Assessment process for all	Implementation of Request for changes to the E2E Risk Assessment execution processes	X				03/05/19	06/30/22	7.09	16.7

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	processes (excluding IUCLID aspects), covering: pre-mandate activities, mandate intake and validity check, risk assessment process, improvement of dissemination and publication, drafting or updating of relevant SOPs and WINs where required, and updating of process swim lanes if needed; Updates of the existing or new (based on requested changes) configuration of technological components to automate the relevant process flows from the end-to-end science process maps for all tools within the RAP remit.									
Allergenicity of GM plants RAMPRO	The project will develop the guidelines that will be used by applicants to compile dossiers for evaluation by EFSA. Data production where the laboratories involved will test different proteins for their susceptibility to digestion using the condition principles described in the supplementary guidance document adopted in May 2017. After the completion of the EFSA procurement (foreseen end of 2019), EFSA will discuss the usefulness of such in vitro test for the risk assessment of proteins. In a subsequent step, the involvement of the international community (OECD, Codex Alimentarius) will be required	Statement on recommendations for further research on allergenicity assessment	X				04/04/17	03/31/23	0.72	0.9
		External Scientific Report		X						
		Allergenicity Workshop event report	X	X						
		1 scientific opinion of the GMO Panel	X	X						
		Following up of the activity with the involvement of the international community (OECD, Codex Alimentarius)	X	X						
		Novel strategies for predicting allergenicity: Development of a ranking method to assess the health risk related to allergens (prediction) and screening of existing tools		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	to discuss how to implement any of the suggestions made by EFSA.	Allergenicity Workshop	X	X						
Development of an in silico tool for HLA-DQ-peptide modelling RAMPRO	The project will develop a software tool for HLA-DQ-peptide modelling specifically designed for coeliac disease RA purposes.	Initial version of the software tool to be tested in the EFSA website	X				10/11/19	12/15/23	0.18	0.02
		Second Intermediate Report	X							
		External Scientific report	X							
		Project completion		X						
Guidance documents for the substantiation of health claims	The project will provide updated guidelines to submit better-quality applications in a harmonised way	In a stepwise manner, updating the remaining guidance documents, for example guidance on claims relating to bone, joint, skin and oral health	X				04/12/16	12/31/23	0.04	1.1
		In a stepwise manner, updating the remaining guidance documents, for example guidance on claims relating to bone, joint, skin and oral health		X						
Integrated testing strategy - developmental neurotoxicity pest RAMPRO	Integrated testing strategy for evaluation of developmental neurotoxicity with special emphasis to pesticides, to be prepared for future risk assessment challenges in this area.	Develop an Adverse Outcome Pathway (AOP) for voltage gate sodium channel perturbation leading to developmental neurotoxicity adverse outcome	X				05/30/17	06/30/22	0.35	0.6
Revision of the EFSA Guidance on RA for Birds and Mammals RAMPRO	The project will update and improve the current guidance document regarding the EFSA 'Risk assessment for birds and mammals', taking account of the new legislative framework and the recent scientific research and developments.	Public consultation of the revised version of the GD "Risk Assessment for Birds and Mammals"	X				05/23/17	07/31/22	0.28	1.0
		EFSA Guidance Document on risk assessment for birds and mammals from plant protection products and web-based calculator tool	X							
Adverse Outcome Pathways-	The project will develop Adverse Outcome Pathways (AOPs) in the	External Scientific report	X				07/2/19	12/31/22	0.19	1.0

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
endocrine disruptors RAMPRO	context of the OECD AOP conceptual framework, to prepare EFSA and the EU for the use of new methodologies in toxicology and chemical risk assessment for human and animal health.	Scientific Opinion	X							
MixTox: RA of combined exposure to multiple chemicals RAMPRO	The project will provide case studies to illustrate applications of these methods in the regulatory area (pesticides, contaminants, etc.).	Technical Report on the International Workshop on MIXTOX	X				01/24/17	04/30/22	0.04	0.3
Synthetic Biology RAMPRO	The project will reflect the conclusions of previous scientific opinions at EU level and the need for an in-depth and updated assessment of the implications of new developments in synthetic biology for RA methodology. This assessment is also needed to develop the EU's position on this issue in international negotiations under the Convention on Biological Diversity and the Cartagena Protocol on Biosafety	Technical reports Food and Feed Synthetic biology (SynBio) Microorganisms and Synthetic biology (SynBio) Plants	X				06/30/22	06/30/22	0.53	3.9
Integrating new approaches in chemical risk assessment RAMPRO	The project will increase the use of cross-cutting guidance, the number of methods, tools made accessible to external users. Increased satisfaction of Member State partners (Advisory Forum), international partners and individual (expert) partners regarding the building and sharing of EU scientific assessment capacity and knowledge community at the organisational and individual levels.	TKplate 2.0: an open source platform integrating Toxicokinetic and Toxicodynamic models for humans, animals and the environment and machine learning models from genetic and protein sequence information		X			08/5/14	12/30/15	4.50	4.4
		Publication of a Prototype TKplate with EFSA case studies and OECD Guidance on TK modelling	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
Harmonised exposure assessment methodologies for residues of veterinary medicinal products, feed additives and pesticides in food of animal origin RAMPRO	The project will issue a joint scientific report EFSA/EMA on the methodology for exposure assessment to veterinary medicinal product. This scientific report will provide a comparison of existing models used in the different sectors, considering the ongoing developments at international level (WHO/FAO), and identify possibilities for alignment. Impact of the changes resulting from the alignments will be assessed and a common approach for exposure assessment of veterinary medicinal products, feed additives and pesticide residues in food of animal origin will be recommended.	Joint Scientific report EFSA/EMA	X				01/01/21	12/31/22	0	1.0
Critical appraisal tools (CATs) for evaluation of the evidence from human observational epidemiological studies and further use in weight-of-evidence approaches RAMPRO	This project will support the development and testing of a tool for rapid assessment of risk of bias (raRoB) for evaluating the evidence from individual human observational epidemiological studies, which is currently under development by BfR. The tool will consist of a list of questions/issues to consider, with the relevant instructions for the scoring of the risk of bias.	Report describing the critical appraisal tool, the development and validation procedures, the piloting and instructions on how to use the tool		X			01/01/21	05/31/23	0.26	0.7
		Development of a risk of bias (RoB) tool for evaluating the evidence from individual epidemiological human studies in the risk assessment context		X						
		organization and realization of an International Conference on using evidence from epidemiological studies in food and feed safety assessments and in general, in causality evaluations.		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Dissemination of good practice in use of critical appraisal tools and use of epidemiological studies in food and feed		X						
Monitoring and surveillance data for chemicals: exploring new opportunities SPIDO	The project will identify and prioritise EFSA's needs in terms of chemical monitoring /and surveillance data through a survey of the different science units of EFSA involved in Human Health Risk assessment and Environmental Risk Assessment of chemicals.	External scientific report that will describe methodologies, results, and recommendations and will be published as an EFSA supporting document.		X			05/08/22	12/31/23	0.25	0.6
Implementation of a multi-omics and inter-species workflow to derive human health-based guidance values (HBGVs) from quantitative in vitro data SPIDO	The project will define and validate a standardised workflow (experimental and computational) for deriving reliable human HBGVs from in-vitro data using multiple omics endpoints.	Establishment of a functional and quantitative link between in-vitro omics and in-vivo legacy endpoints for liver toxicity			X		06/01/22	12/31/24	3.0	0.4
		Definition of the boundaries of usability of rat measurements for inferring human HBGVs by comparing human and rat models.			X					
		Definition of a functional link between transcriptomics/epigenetics and metabolomics which goes beyond the simple aggregation of measurements			X					
		Identification of the limitations of in-vitro omics in food RA and proposal of technological or methodological advancements to overcome these limitations			X					
Assessment of the impact of new farming, pesticide and food production	The project will perform a horizon-scanning to anticipate possible developments in agricultural practices following the implementation of the Green Deal	Production of a report summarising the literature search on new agricultural practices, technological developments having an impact		X			01/01/22	12/31/23	0.10	0.1

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
technologies on dietary risk assessments RAMPRO	and the Farm-to-Fork Strategy and to make an inventory of new technological developments that have an impact on the pesticide uses	on pesticide residues and a screening whether the existing guidance documents used for dietary risk assessment would be appropriate to address these new techniques/technologies.								
		External Scientific Report			X					
Generate georeferenced data for proper off-field environmental risk assessment IMP	The project will allow making spatially explicit considerations of agricultural landscape elements which drive ecological processes and ultimately have a significant impact in the expected risks to non-target organisms following the use of plant protection products. The database will allow building environmental realistic scenarios based on different landscape typologies, which can be relevant for developing new guidance documents for different groups of non-target organisms. In addition, the database will allow assessing the feasibility of risk mitigation options which are related to landscape characteristics (e.g. buffer zones around water bodies).	External Scientific Report				X	07/01/22	6/30/25	1.0	0.5
		Geographical Database				X				
Generate data on food consumption of bees RAMPRO	The project will measure the amounts of pollen and nectar consumed by bees of the relevant bee categories in predefined, controlled conditions and would report it with sufficient details in an external report.	External Scientific Report		X			07/01/22	12/31/23	0.41	0.3

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
Food allergens (thematic) grant	The project will harmonise methodologies in allergen risk assessment, particularly in relation to the methods of detection of allergens in food and in relation to dose-finding human clinical studies in food allergic subjects.	External report	X				02/09/19	12/31/22	0	0.04
Meta-analysis protein levels in genetically modified (GM) plants RAMPRO	The project will perform a meta-analysis of the newly expressed protein (NEP) level data in GM plant applications submitted to EFSA. Performing such an analysis will allow EFSA to capitalise on a large amount of data in the GM plant applications submitted	Envisioning project – deliverables to be defined					01/01/22	12/31/22	0	0.1
Pesticide Residue Assessment Tool (PRATo) IMP	The project will develop an excel based tool that based on the Good agricultural practices (GAP) information provided by the user identifies a list of studies required to support an minimum residue levels (MRLs) application.	Envisioning project – deliverables to be defined					01/01/22	12/31/22	0	0.2
Thyroid disruption in wild mammals and amphibians RAMPRO	The project will collect information on the Adverse outcome pathways (AOPS) under development for thyroid disruption in mammals, collecting information on which kind of effects may be observed in rodents and other mammalian species in case of a thyroid disruption, besides the neurodevelopmental effects.	2 external reports	X				01/01/21	12/31/22	0.15	0.1
		Final statement		X						
Risk-benefit assess of fish	In the opinion on dioxins and di-oxin-like polychlorinated biphenyl compounds (PCBs) of 2018, the	Publication of the Updated Guidance on human health risk benefit assessment of foods		X			11/23/20	12/31/25	0.35	4.3

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
consumption/dioxins RAMPRO	CONTAM Panel recommended that an updated risk-benefit assessment of fish consumption that takes the estimated exposure to polychlorinated dibenzofurans and dioxin-like PCBs in relation with the established Tolerable Weekly Intake into account	Approval by the Scientific Committee of the Technical Report on the public consultation of the draft guidance on human health RBA of foods		X						
		Event report from the scientific colloquium on risk-benefit assessment of contaminants and nutrients through the consumption of foods			X					
		Scientific Colloquium on possible approaches for human health risk-benefit assessment of contaminants and nutrients through the consumption of foods			X					
Exploring the use of Artificial Intelligence (AI) approaches for extracting, analysing and integrating data obtained through New Approach Methodologies (NAMs) for chemical risk assessment SPIDO	The project will outsource the project as a G&P to run a set of exploratory cases on representative chemical substances relevant to EFSA, as proof of concept for the use of AI for: - Searching (structured databases and supporting literature search) and extracting NAMs data - Pre-validating, including the appraisal of internal validity, the extracted data - Supporting the integration of the results in Adverse Outcome Pathways (AOPs)networks	Final report from the contractor		X			02/01/21	10/31/23	1.3	1.2
Risk assessment methodology for RNAi- applications RAMPRO	This project will revise the current methodology and expand the overall approach used for the risk assessment of RNAi-based GM plants for food and feed, import and	Envisioning project – deliverables to be defined					01/01/22	12/31/23	0.26	0.2

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	processing and develop fit for purpose tools.									
RA guidance develop for gene drive modified insects RAMPRO	The project will enable EFSA to address the needs of the EC and EU MSs by: - Filling the previously identified gaps in its guidelines on the RA of genetically modified insects (GMIs) and developing additional RA guidance for GDMIs; - Providing continued technical and scientific expertise/support on Gene Drive modified insects to support the EU in the work under the Convention on Biological Diversity (CBD) and the Cartagena Protocol on Biosafety (CPB), where the need for additional RA guidance for engineered GDs is currently under discussion; - Outsource the gathering of relevant information needed for the development of additional GDMI RA guidance; - Ensure preparedness to future RA challenges.	Envisioning project – deliverables to be defined				01/01/22	01/01/24	0.35	1.3
Use of Artificial Intelligence to predict clastogenic compounds RAMPRO SPIDO	The project will introduce AI-supported identification of morphological changes in cells challenged by a clastogenic event and explore the applicability of the approach to EFSA-relevant chemicals and development as a New Approach Methodology (NAM) for regulatory risk assessment	Envisioning project – deliverables to be defined					01/01/22	12/31/24	1.5	0.1

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
RAM-Pro: Risk Assessment Methodology Programme	General coordination of the RAMPRO projects	Closing programme activities	X				1/1/15	12/31/22	0	15.3

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
EOR 2.1.4	**Preparedness for regulatory and policy needs addressing the EU Green deal**									
Interoperating 'One Health' system IMP	The project will: - implement a system in EFSA for the collection, analysis and storing of WGS-based typing information for Salmonella, L. monocytogenes and STEC. The aim is to deploy a system enabling the two databases, one in EFSA and one in ECDC, to interact programmatically exchanging in real-time typing (i.e. alleles of cg/wgMLST schema) and descriptive data, allowing joint signal detection. - implement a system able to support data providers to extract ESBL, AmpC and CP genes from raw sequencing reads (fastq) in support of the AMR monitoring data collection.	Data application allowing data providers to interact with the EFSA system for the extraction of the ESBL (Extended-spectrum β-lactamases), AmpC (beta-lactamases) and CP genes from raw sequencing reads	X				01/01/20	12/31/22	1.43	2.6
		The tools and access for each data provider to query and performing data analysis on the EFSA data	X							
		Allow the direct submission by MS to the database of standardised results (i.e. hashed alleles of the loci) obtained by using validated pipelines. Data application allowing data providers to interact with the EFSA system for the extraction of the ESBL, AmpC and CP genes from raw sequencing reads	X							
		Change Management for the new systems and workflows including Training	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		SOP's and WIN's resulting from the definition of the processes	X							
		The tools and access for each data provider to query and performing data analysis on the EFSA data	X							
		Allow the direct submission by MS to the database of standardised results (i.e. hashed alleles of the loci) obtained by using validated pipelines.	X							
		Change Management for the new systems and workflows including Training	X							
Science Studies and Project Identification & Development Office (SPIDO)	The Office aims at investing in forward-thinking scientific studies and projects to integrate the latest scientific developments in regulatory science to ensure EFSA's preparedness for possible verification studies and new risk assessment requirements.	Workshop on exposure science					05/19/20	12/31/27	6.4	18.0
		Deliver 4 roadmaps for action (wave 1)	X							
		Deliver 2 to 3 new theme (concept) papers (wave 3)	X							
		Deliver 2 roadmaps for action (wave 2)		X						
		Deliver 2 to 3 new theme (concept) papers (wave 4)		X						
EOR 2.1.5	**Wider access to, and broader exploitation of, data and analytics is achieved**									
International Uniform Chemical Information database (IUCLID)2022 Project ART	The project will address three key operational areas to IUCLID: 1) Requests for change – adaptations to optimise the system based on operational experience and to enhance the user experience (both member states (MS) and applicants) 2) Integration/exchange of information with other systems. This	MICROORGANISMS: updated IUCLID format	X				05/31/21	12/20/22	1.86	3.5
		MICROORGANISMS: updated IUCLID format	X							
		MICROORGANISMS: updated IUCLID format	X							
		MICROORGANISMS: updated IUCLID format	X							
		MICROORGANISMS: updated IUCLID format	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	would include both EFSA administrative systems (addressed under CASA project) and scientific tools and databases used routinely in risk assessment 3) Alignment of the system to meet changes in legislation expected in Q1 2022 regarding new data requirements for microorganism active substances									
Tools for evidence management in global inf networks	The project will introduce a new Framework Partnership agreement with new topics and continuing some existing collaborations leading to a new definition of new methodologies, instruments, and open access to tools/interfaces for efficient use of the evidence from global information networks.	Global Framework Partnership Agreement coordination, reporting and communication	X	X	X		01/01/21	09/10/24	0.26	4.4
		Two coordination meetings of the steering group	X							
		One info session for Member States or related networks	X							
PRIMo revision 4 (Pesticide Residue Intake model) RAMPRO	The project will develop an appropriate tool in risk assessment in a wide range of PRES and PREV Units' processes increasing the overall efficiency in EFSA's activities and acceptance, reducing the number of follow-up requests received under PRAS-16 process.	Beta-version of PRIMo 4	X				02/11/20	12/31/22	0.13	1.5
		Technical report describing the main features of the model and the handling of the tool	X							
		Public consultation, evaluation of comments	X							
		Development of the final version of PRIM0 4	X							
		Final Technical report	X							
Creation of Open Access EU Food Composition Database (EU FCDB) and related data RAMPRO	Create an Open Access European Food Composition Database containing nutrient information on foods - LOT 1 and European footprint of food database (EFF database) - LOT 2 and publish the 1st version by the end of 2024 .data	Creation of Open Access European Food Composition Database (FCDB) Development of methodology and setting the standards for collection and maintenance of the Open Access European Food			X		05/3/21	02/28/25	0.50	0.9

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	it is expected that harmonization of methodology and standards for data collection and maintenance of an Open Access European Food Composition Database will significantly improve efficiency and quality of EFSA outputs and will be a valuable source of data for the research community needing access to high quality food composition data.	Composition Database followed by data collection and publishing the 1st version by the end of 2024								
Spatial Explicit Environmental Data for the integrated spatial analysis in risk assessments (SEED) IMP	The project will implement a system in EFSA for providing access to environmental data (climate, weather, vegetation) for use in EFSA risk assessments and to deploy standardized analysis widely used in the context of ALPHA risk assessments.	Stakeholder analysis and involvement Analysis of scenarios of data use and of models of data analysis Data source inventory and metadata definition for each dataset	X				01/01/21	12/31/23	0.85	3.3
		Report including description of the system, of project outcomes and lesson learned analysis	X							
		Training material		X						
		WINs and guidance update		X						
Data Collection Tracing	The project will provide an easy to use data collection tool within the R4EU replacing the existing data extractions forms by a relational database resolving most issues of data cleaning and consistency checks. •. This will enable EFSA to perform rapid analyses to identify the source	Revised data collection tool with enhanced user-friendliness (esp. integration of external support functionalities)	X				01/01/21	03/31/23	0.32	1.1
		Open accessible data collection tool in R4EU (esp. with manual and training material)		X						
		Workshop and training of MS on the data collection tool		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	of contamination; incl. full documentation. • The tool will be fit-for-purpose for traceability data during urgent requests for advice. This will directly support the relevant units of EFSA without additional help of data management. • The tool will be made available to MS for their investigations. This would allow the MS to report their data in RASFF already in a structured, machine-readable way. • The tool can be used by the EC for further improvements of the RASFF/IMSOC system. The EC will be engaged in the project as observers. • The project can also benefit from similar activities of the German BfR.									
Food Classification for Tracing	The projects will create a food and feed classification system (as part of FOODEX2) which is easy-to-hand interoperable and fit-for-purpose. The system should be accessible to food-business-operators, competent authorities and investigators during the food and feed incidents. Member States will be involved in the phase of extensive survey for consultation. The tracing classification system will be included in EFSA catalogues.	Network meeting: Discussion of the quality criteria, search protocol and intermediate literature search with the FCL user community, selected MS, and tracing network members	X				04/01/21	03/31/23	0.40	0.7
		Data Coding Manual: User-friendly manual on coding of food and feed for trading	X							
		AI tool on automatic data extraction from Rapid Alert System for Food and Feed (RASFF): Feasibility study of an automatic data extraction tool focussing on address information using the BfR-RASNEX (Rapid Alert Supply Network Extractor)	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Final report comprising all project results with emphasis on the workshop results and recommendation for further developments		X						
		Training of MS for implementing and using the classification tool		X						
GM Plant Sequences IMP	The project will develop a structured and confidential way to store all the GMO sequences submitted so far, annotated in a workable format and arranged in a searchable manner with an automatized process to store the sequences and their metadata, after an automatically performed quality check. -Modern analytical tools to perform annotations, alignments, translations, Basic Local Alignment Search Tool (BLAST)and multi-dossier smart integrated analysis. - A wider extension of the service to other EFSA units, MS, EC and other agencies, the adaptability of the service to store and analyse sequence data of other EFSA Units and the interoperability with MS, EC and other agencies in the future.	Map of the Process and Information identities flow	X	X			01/01/21	12/31/23	0.51	1.4
		Creation of the repository tool	X	X						
		Import Historical Sequences	X	X						
		Create a NEW GMO Quality TOOL		X						
		Provide access to QC tool to applicants.		X						
		Develop a tool to perform alignments of the selected sequences in the repository	X	X						
		Develop a tool to process and manipulate annotations of the sequences	X	X						
		Develop a tool for DNA sequence translation and Open Reading Frames determination	X	X						
		Develop a tool for BLAST analysis	X	X						
		Validation Testing		X						
		Communication Plan		X						
		Documentation		X						
		Training		X						
		Hypercare		X						
		Blueprint (Design)	X	X						
		SOP's / WINS		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Report on an Investigation of other opportunities for the extension of the service		X						
		Lessons Learnt Workshop and Report		X						
		Closing Report		X						
		Setup and Configure the working areas to deliver the new tools and repository	X	X						
		Implementation of business intelligence tools and user interaction	X	X						
		Security plan (Addressing Confidentiality)	X	X						
Rebuild Data Framework IMP	The project will deliver a new Data Analytics architecture, providing integrated and interoperable tools and solutions enabling the management of new type and volumes of data and the incremental adoption of new processing techniques (e.g., Machine Learning, Bioinformatics).	Rebuild the Data Collection Framework				X	10/14/20	12/31/25	5.58	14.4
RUEDIS database IMP	The project will contribute to the transition to structured scientific data in order to prepare EFSA for implementation of changes to the General Food Law (Regulation (EC) No 178/2002) for the adoption of standard data formats in relation to studies in regulated product dossiers and the related requirements from the European Commission.	Final report on the concept proposal for development of an organisational governance concept structure and the technical development required in order to open access to RUEDIS for EU Member States	X				09/10/20	12/31/23	0.42	0.8
		Design, develop and test the RUEDIS application, process workflows and information flows to include the revised OECD Harmonized Templates (OHT) 85-9 and OHT 85-9 templates		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Provide RUEDIS report generators to create human readable summaries of the pesticide residues trials data and processing studies data assessed in RUEDIS.		X						
		Analysis and initial proposal for the most appropriate approach for handling common metabolites residue trials data for primary and rotational crops in RUEDIS.		X						
Update of the EFSA pesticides genotoxicity database RAMPRO	The project will update the genotoxicity database using a data model developed in the previous project and introduce chemical and genotoxicological information for all active substance and their related impurities and metabolites	Publication of the external scientific report and an updated of the database			X		12/11/19	10/30/24	0.25	1.1
EU Menu	The project aims to the acquisition of a harmonised pan-European food-consumption database within the framework of the EU menu process 'What's on the menu in Europe?' (EU menu).	EU MENUs	X	X			05/18/16	12/31/24	2.13	2.3
		Update of the EFSA Comprehensive European Food Consumption Database			X					
		Update of the Raw Primary Commodity (RPC) model: Updated RPC consumption database, as generated by the revised RPC model	X							
		Gathering of food consumption data not supported within the EU Menu	X							
		Evaluation and development of methods and tools for the preparation of next round of national dietary surveys (EU MENU phase 2)		X						

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		Technical report (Raw Primary Commodity) or External scientific report	X							
		Final external scientific report (Final external scientific report, including national protocols and related documentation as Appendices)			X					
Records and Correspondence Management Project IMP	The project will transfer the information from three EFSA legacy systems into the documents records management system (DMSRMS), allowing simplification of information management for a legal Compliance with Historical Archive Obligations, an easier retrieval of records in case of Public Access to Documents request and a reduction of the paper historical archive.	Deliverable: Ex Novo File Plan	X				12/15/15	12/31/23	0.97	3.6
		Sensitivity Labels	X							
		Adopt HAN solutions in collaboration with DIGIT: Record and Correspondence management: ARES	X							
		Adopt HAN solutions in collaboration with DIGIT: Email Records handling: ARESLOOK	X							
		Adopt HAN solutions in collaboration with DIGIT: Historical Archive: HPS	X							
		Adopt HAN solutions in collaboration with DIGIT: Record Storage: HERMES	X							
		Opentext dismissed when no longer needed		X						
		ERW implementation	X							
		Sunsetting starting from 2022		X						
Talent Management Project EMP	The project will attract, retain and develop talented and engaged Human Capital, being both staff and experts, while helping them grow and perform in line with EFSA's business operations and strategic objectives.	Sponsor Contribution to the Expertise Management Program (Talent Management Project)	X				01/01/14	12/31/22	7.78	7.5
		Subject Matter Expert Contribution to the IT architecture of EFSA	X							
		PERFORMANCE (FUSION) change management	X							

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
		GOALS (FUSION) change management	X							
		LEARNING MANAGEMENT SYSTEM (FUSION) change management	X							
		Subject Matter Expert Contribution to the DoI complete solution	X							
OECD MetaPath: Incorporation of pesticide residue data RAMPRO	The aim of the project is to contribute with funding of the population of the OECD MetaPath regulatory database with missing residue data over a period of 2 years. It is proposed to outsource the data extraction and entering (via a procurement) for metabolism studies that have already been peer reviewed and assessed by EFSA.	Procurement	X				06/25/19	06/15/22	0.78	0.3
		Amendments of the software to ensure full future interoperability with EU e-submission and data assessment standards	X							
Knowledge Organisation Tool for repetitive tasks	The project will develop a general "Knowledge Organisation Tool" supporting the indexing and stores the result in a searchable .xml datafiles, finally it allows re-arrangements of searches to new EFSA outputs	New knowledge tool to access indexed EFSA publications in a structured, searchable way		X			01/3/22	12/31/23	0.30	0.3
European Foodome – Pilot study SPIDO	This project will take advantage of recent developments in the use of big data and artificial intelligence (AI) approaches such as machine-learning by collecting food composition data with AI-based tools from scientific and grey literature to establish a high-resolution library of the full biochemical spectrum of food items and connecting these data with	Deep Food Pipeline			X	X	01/3/22	12/31/24	3.6	0.3
		Laboratory validation investigations			X	X				
		Pilot on childhood gastrointestinal disease			X	X				

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	genome, proteome and microbiome data to disease outcomes using systems biology									
Open MCRA Platform – Open source, web-based platform for the risk assessment of combined exposure to multiple chemicals SPIDO	This project will deliver a web-based platform that will bring together relevant tools for risk assessment of combined exposure to multiple chemicals. This platform should comply with the following principles like Modularity, Transparency, interoperability, Accessibility, Harmonising	New version (2024) of the Open MCRA platform with interface for (co-developers) and access to the (key) data of EFSA			X		10/31/21	2/28/26	0.60	2.1
		First release of the Open MCRA platform		X						
Implement novel approaches and tools in environmental risk assessment SPIDO	This project will address the identified ERA gaps, covering single and multiple chemicals and environmental stressors and the use of NAM[68]-based tools, for offering a unique opportunity to address current ERA needs and exploring alternatives to animal testing in the regulatory area.	Envisioning project – deliverables to be defined					07/01/22	12/1/25	0	0.5
Pathogens in foods database web application (PIF) IMP	The project will develop, maintain and support a wider dissemination and use of the Pathogens in Food Database containing high quality data on the occurrence (prevalence and counts) of abovementioned pathogens in the various abovementioned food categories	Envisioning project – deliverables to be defined					09/01/22	8/31/26	0.30	0.3
IMP: Information Management Programme	The project will increase reuse and discoverability, quality, accessibility, traceability, visibility and interoperability of EFSA information Introduce governance, automation, innovation and efficiencies in	Closing programme activities	X				1/1/15	04/30/22	4.86	16.2

[68] New approach methodologies

Project name	Benefits	Deliverable description	Expected delivery				Project Start date MM/DD/YY	Project End date MM/DD/YY	Budget M€	FTEs
			2022	2023	2024	2025				
	handling EFSA information Ensure information privacy and security and reduce legal risks. Increase reuse of corporate information and knowledge Decreased costs for IT solutions handling EFSA information									
Confidentiality and sanitisation (CASA) Project	The project will deliver the updated confidentiality and sanitisation workflow(s) enhancing the Public Access to Document tool and the measures to ensure a smooth onboarding and operativity of the new Management Board. These changes are meant to set fit-for-purpose processes and tools for both internal and external EFSA stakeholders.	SOPs & WINs update	X				09/01/21	12/31/22	2.52	4.2
		Confidentiality assessment for IUCLID Dossiers	X							
		Redaction Software - Pilot phase	X							
		Redaction Software - Report on Pilot GO/NoGO decision	X							
		Redaction Software - Post Pilot phase - Release in production	X							
		Definition of Charters of potential new MB committees	X							
		Revision of the ED decision on the reimbursement/payment of the MB members	X							
		Revision of the Experts Compensation guide re. the financial treatment of the MB members	X							
		Organization of the kick-off meeting	X							
		Definition of a communication plan re. the onboarding of the new Board	X							

ANNEXES

Annex I. Organisational chart for 2022

1. Organisation and organisational chart

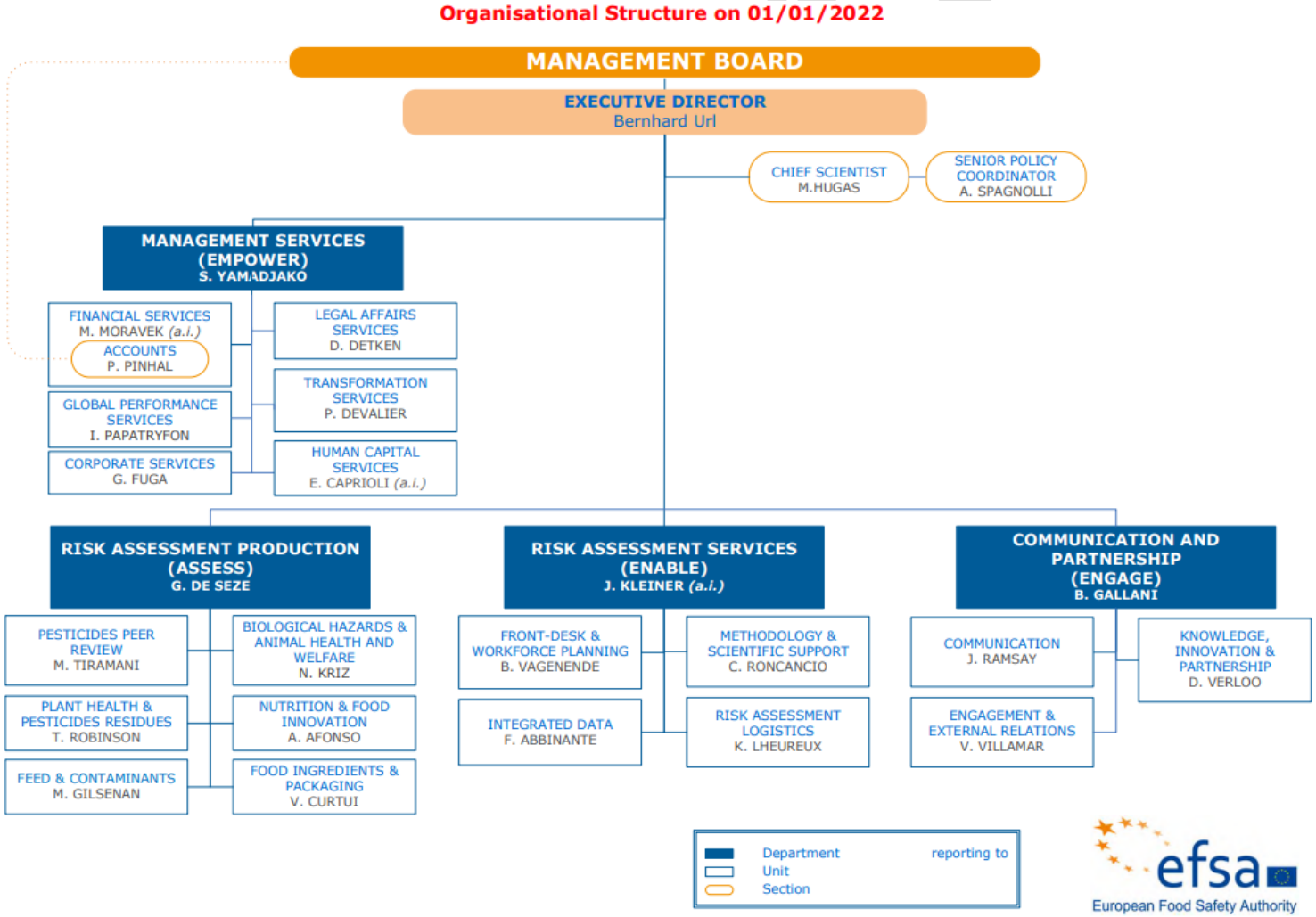


Figure 3. EFSA Organisational chart on 01/01/2022

2. Post distribution

Table 26. Post distribution per Unit/Department/Office

Org. Structure 01/01/2022	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	Grand Total
	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*		
ED Total	**0**	**0**	**14**	**3**	**4**	**3**	**18**	**6**	**0**	**18**
ED (incl. "ED Pot")	0	0	14	3	4	3	18	6	0	18
ASSESS Total	**2**	**0**	**143**	**11**	**76**	**18**	**221**	**29**	**7**	**228**
ASSESS HoD Office	0	0	4	0	0	0	4	0	0	4
BIOHAW	0	0	25	0	7	2	32	2	3	35
FEEDCO	0	0	20	3	8	3	28	6	0	28
FIP	1	0	22	3	14	5	37	8	1	38
NIF	1	0	23	2	18	3	42	5	2	44
PLANTS	0	0	22	2	17	2	39	4	1	40
PREV	0	0	27	1	12	3	39	4	0	39
ENABLE Total	**1**	**0**	**76**	**6**	**33**	**5**	**110**	**11**	**3**	**113**
ENABLE HoD Office	0	0	3	0	0	0	3	0	0	3
FDP	0	0	13	1	10	2	23	3	2	25
IDATA	0	0	15	1	10	2	25	3	1	26
MESE	1	0	29	2	8	1	38	3	0	38
RAL	0	0	16	2	5	0	21	2	0	21
ENGAGE Total	**1**	**0**	**50**	**3**	**22**	**0**	**73**	**3**	**5**	**78**
ENGAGE HoD Office	0	0	3	0	0	0	3	0	0	3
ENREL	0	0	16	1	7	0	23	1	4	27
KNOW	1	0	8	0	4	0	13	0	1	14
COM	0	0	23	2	11	0	34	2	0	34

Org. Structure 01/01/2022	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	Grand Total
	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*	TOT. POSTS	*of which vacant*		
EMPOWER Total	**1**	**0**	**118**	**19**	**39**	**4**	**158**	**23**	**1**	**159**
EMPOWER HoD Office	0	0	4	0	0	0	4	0	0	4
CORSER	0	0	15	3	9	1	24	4	0	24
FIN	1	0	24	3	10	1	35	4	0	35
GPS	0	0	9	0	5	0	14	0	0	14
HUCAP	0	0	22	2	7	2	29	4	1	30
LA	0	0	22	4	2	0	24	4	0	24
TS	0	0	22	7	6	0	28	7	0	28
Total	**5**	**0**	**401**	**42**	**174**	**30**	**580**	**72**	**16**	**596**

Annex II. Resource allocation per activity for 2022-2025

1. Financial resources per strategic objective

Table 27. Anticipated evolution of budget allocations (% of the total EFSA budget).

Strategic Objectives	executed in 2020	Draft Budget for 2021		Draft Budget for 2022		Draft Budget for 2023		Draft Budget for 2024		Draft Budget for 2025	
	million EUR	million EUR	%	million EUR	%	million EUR	%	million EUR		million EUR	
SO1_Deliver trustworthy scientific advice and communication of risks from farm to fork	33.8	43.7	34%	49.1	33%	56.2	37%	60.8	39%	61.2	39%
of which:											
Regulated products evaluation	16.4	18.7	14%	23.6	16%	29.1	19%	33.5	21%	34.1	21%
General risk assessment	13.7	18.8	15%	17.3	12%	18.6	12%	18.8	12%	18.2	11%
Communication	3.7	6.1	5%	8.2	5%	8.5	6%	8.5	5%	8.9	6%
SO2_Ensure preparedness for future risk analysis needs	36.0	45.6	35%	61.8	41%	57.8	38%	55.7	36%	57.2	36%
SO3_Empower people and ensure organisational agility	33.0	39.9	31%	38.9	26%	38.8	25%	39.3	25%	40.6	26%
Total EFSA	**102.8**	**129.2**	**100%**	**149.8**	**100%**	**152.8**	**100 %**	**155.9**	**100%**	**159.0**	**100 %**
Of which support	17.6	19.8	15%	19.2	13%	15.9	10%	16.2	10%	16.2	10%
Of which Transparency Regulation (EU) 2019/1381 updated estimation	25.6	53.6	41%	66.8	45%	60.7	40%	62.9	40%	65.7	41%

2. Human resources per strategic objective

Table 28. Anticipated evolution of staff allocations (% of the total of EFSA's FTEs).

Strategic objectives	executed in 2020	Forecast for 2021		Forecast for 2022		Forecast for 2023		Forecast for 2024		Forecast for 2025	
	FTEs/posts	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts	%	FTEs/ posts		FTEs/ posts	
SO1_Deliver trustworthy scientific advice and communication of risks from farm to fork	196	208	39%	245	42%	248	43%	249	43%	244	43%
of which:											
Regulated products evaluation	120	123	23%	146	25%	149	26%	149	25%	144	25%
General risk assessment	59	63	12%	75	13%	74	13%	75	13%	76	13%
Communication	17	21	4%	24	4%	25	4%	25	4%	25	4%
SO2_Ensure preparedness for future risk analysis needs	153	158	29%	152	26%	137	24%	137	23%	129	23%
SO3_Empower people and ensure organisational agility	157	172	32%	187	32%	198	34%	198	34%	196	34%
Total EFSA	**505**	**538**	**100%**	**584**	**100%**	**584**	**100%**	**584**	**100%**	**569**	**100%**
Of which: support	108	102	19%	106	18%	98	17%	99	17%	98	17%
Of which Transparency Regulation (EU) 2019/1381 updated estimation	42	75	14%	153	26%	118	20%	118	20%	118	21%

Table 29. Distribution of Staff allocations (FTEs) and budget for the implementation of the Transparency Regulation measures, per TR objective, in 2022

YEAR 2022 MEASURES	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UDPATED PLAN RESOURCES NEEDS	
	FTES	Million EUR	FTES	Million EUR
Register of commissioned studies		0.4		
IT support for data disclosure		2.4	6.9	1.39
Confidentiality checks	25.2	3.26	18.4	2.14
Appeals	8.4	1.08		
SUBTOTAL	**33.6**	**7.14**	**25.3**	**3.53**
Register of commissioned studies	2	0.26	6.1	0.72
Pre-submission meetings upon request of the Applicant for new applications	6.2	0.8	7.1	0.91
Pre-submission meetings for all authorisation renewal with public consultation	4.3	0.55	7.4	0.87
Public consultation on all dossiers	8.5	1.09	1.0	0.12
Laboratory related audit	2	0.26	4.3	0.76
Additional ad-hoc studies	4	15.52	18.0	9.70
Toxicological studies (Horizon 2020 - FP9)	2	0.26		
SUBTOTAL	**29**	**18.73**	**43.9**	**13.08**
MB with MSs & observers	0.2	0.15	1.0	0.17
21 Panel members		0.55		
New indemnity regime panel experts		3.52		
New indemnity regime working groups		6.43	0.0	4.26
New experts' related sustainability measures				
Training for experts			0.0	0.05
Other experts related sustainability measures				
Capacity building	2.4	0.87		
Preparatory work sharing with MSs	6.9	13.69	3.0	16.56
Insourcing routine work	15	1.94	35.0	5.34
SUBTOTAL	**24.5**	**27.14**	**39.0**	**26.39**
Stakeholders engagement in RA process	12.5	3.12	11.36	3.56
Strengthen analysis of social science survey analysis	2	1.51	3	1.03
Strengthen advocacy: targeted messages, narrative, translations, etc.	4.8	4.87	1	3.29
SUBTOTAL	**19.3**	**9.49**	**15.4**	**7.88**
TRANSVERSAL SUPPORT TO RUN TR MEASURES				
BUILDING, OFFICE, IT EQUIPMENT & INFRASTRUCTURES (ADDITIONAL VOLUMES) SUPPORT			0.0	4.15
MANAGEMENT SYSTEMS ADAPTATION			0.0	0.20
DATA MANAGEMENT SUPPORT			3.0	0.90
SUBTOTAL	**0**	**0**	**3.0**	**5.26**
DEVELOPMENT OF SOLUTIONS FOR TR				
ADAPT OPERATING PROCESSES			14.0	4.39
ADAPT THE ORGANISATIONAL STRUCTURE			3.2	0.60

YEAR 2022 MEASURES	INITIAL PLAN RESOURCES PROVIDED TO EFSA		UDPATED PLAN RESOURCES NEEDS	
	FTES	Million EUR	FTES	Million EUR
BUILDING, OFFICE, IT EQUIPMENT AND IT INFRASTRUCTURE ADAPTATION			2.0	1.26
COORDINATE CHANGE AND MONITORING IMPLEMENTATION			7.4	2.92
ADAPT DATA INFRASTRUCTURE TO SUPPORT DISCLOSURE OF INFORMATION COLLECTED			0.0	1.54
SUBTOTAL	**0**	**0**	**26.6**	**10.71**
TOTAL	**106.4**	**62.5**	**153.2**	**66.83**

Annex III. Financial resources for 2022 - 2024

Revenues

Table 30 - Revenues

Revenues	2020	2021	2022
	executed budget in million EUR	Revenues estimated by the authority	Budget forecast
EU contribution	96.4	117.1	131.5
Additional EU funding: ad hoc grants and delegation agreements	0.0	0.0	0.0
Other revenue	2.5	3.1	3.2
Total revenues	**98.9**	**120.2**	**134.7**

Revenue	2020	2021	2022		VAR 2022/ 21 (%)	Envisaged 2023	Envisaged 2024
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	**96,415,013**	**117,058,184**	**131,506,692**	**131,506,692**	**12.3%**	**141,379,173**	**150,136,557**
- of which assigned revenues deriving from previous years 'surpluses	442,464	429,375	351,351	351,351.04	-18.2%	351,351	351,351
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	**2,433,390**	**3,062,426**	**3,239,537**	**3,239,536.94**	**5.8%**	**3,483,387**	**3,699,695**
- of which EEA/EFTA (excl. Switzerland)	2,433,390	3,062,426	3,239,537	3,239,536.94	5.8%	3,483,387	3,699,695
- of which candidate Countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS	**31,358**	**44,944**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
- of which interest generated by funds paid by the Commission by way of EU contribution	31,358	44,944	0.00	0.00	0.00	0.00	0.00
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	**98,879,761**	**120,165,554**	**134,746,229**	**134,746,229**	**12.1%**	**144,862,560**	**153,836,252**

Revenue	2020	2021	2022		VAR 2022 /2021 (%)	Envisaged 2023	Envisaged 2024
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM AD HOC GRANTS	0	0	0			0	0
ADDITIONAL EU FUNDING STEMMING FROM DELEGATION AGREEMENTS	0	0	0			0	0
TOTAL REVENUES	0	0	0	0	0	0	0

Expenditures

Table 31 – Expenditures

Expenditure/Title	2020		2021		2022	
	Budget execution Commitments million EUR	Budget execution Payments million EUR	Budget commitment appropriations million EUR	Budget payment appropriations million EUR	Preliminary budget commitment appropriations million EUR	Preliminary budget payment appropriations million EUR
Title I — Staff expenditure	47.6	46.9	52.9	52.9	58.1	58.1
Title II — Infrastructure and operating expenditure	12.9	9.5	14.7	14.7	12.2	12.2
Title III — Operational expenditure	42.5	31.0	61.6	52.6	79.5	64.5
Total expenditure	103.0	87.4	129.2	120.2	149.8	134.7

Expenditure	Commitment appropriations						
	2020 Budget execution	Budget 2021	Draft budget 2022			Envisaged 2023	Envisaged 2024
			Agency request	VAR 2022/2021	Budget forecast		
Title 1 - Staff expenditure	**47,579,857**	**52,858,256**	**58,086,483**	**9.9%**	**58,086,483**	**60,599,509**	**61,857,528**
Salaries & allowances	41,670,890	45,376,256	50,595,456	11.5%	50,595,456	53,705,364	55,071,622
- Of which establishment plan posts	33,002,658	35,727,000	39,487,000	10.5%	39,487,000	41,836,000	42,919,000
- Of which external personnel	8,668,232	9,649,256	11,108,456	15.1%	11,108,456	11,869,364	12,152,622
Expenditure relating to Staff recruitment	375,382	375,000	560,000	49.3%	560,000	560,000	530,000
Mission expenses	24,757	155,000	126,000	-18.7%	126,000	126,000	126,000
Socio-medical infrastructure	234,501	238,000	243,680	2.4%	243,680	246,117	250,000
Training	293,856	500,000	500,000	0.0%	500,000	500,000	500,000
External Services	3,218,307	4,414,000	4,195,417	-5.0%	4,195,417	3,568,559	3,458,485
Receptions, events and representation	0	0	0	0.0%	0	0	0
Social welfare	1,762,165	1,800,000	1,865,930	3.7%	1,865,930	1,893,469	1,921,421
Other staff related expenditure	0	0	0	0.0%	0	0	0
Title 2 - Infrastructure and operating expenditure	**12,911,594**	**14,672,409**	**12,190,400**	**-16.9%**	**12,190,400**	**12,845,200**	**12,824,200**
Rental of buildings and associated costs	5,379,298	7,008,659	6,062,900	-13.5%	6,062,900	6,876,000	6,876,000
Information, communication technology and data processing	6,825,547	5,527,000	5,146,500	-6.9%	5,146,500	5,088,200	5,067,200
Movable property and associated costs	326,407	1,494,000	280,000	-81.3%	280,000	150,000	150,000
Current administrative expenditure	157,720	300,750	352,000	17.0%	352,000	352,000	352,000
Postage / Telecommunications	184,801	245,000	212,000	-13.5%	212,000	212,000	212,000
Meeting expenses	30,320	80,000	120,000	50.0%	120,000	150,000	150,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	7,500	17,000	17,000	0.0%	17,000	17,000	17,000
Studies	0	0	0	0.0%	0	0	0
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0

Expenditure	Commitment appropriations						
	2020 Budget execution	Budget 2021	Draft budget 2022			Envisaged 2023	Envisaged 2024
			Agency request	VAR 2022/2021	Budget forecast		
Title 3 - Operational expenditure	**42,509,037**	**61,649,137**	**79,537,875**	**29.0%**	**79,537,875**	**79,367,296**	**81,185,932**
Regulated Products	5,248,726	5,764,100	6,545,462	13.6%	6,545,462	6,397,822	6,385,445
Risk Assessment	5,065,435	6,072,399	6,523,867	7.4%	6,523,867	6,666,064	7,166,070
Scientific Cooperation & Strategy	11,893,391	22,640,253	40,245,809	77.8%	40,245,809	42,475,660	43,854,817
Communication	2,771,271	5,454,200	7,115,000	30.4%	7,115,000	7,010,000	6,965,000
Operational support	17,530,215	21,718,185	19,107,737	-12.0%	19,107,737	16,817,750	16,814,600
TOTAL	**103,000,488**	**129,179,802**	**149,814,758**	**16.0%**	**149,814,758**	**152,812,005**	**155,867,660**

Expenditure	Payment appropriations						
	2020 Budget execution	Budget 2021	Draft budget 2022			Envisaged 2023	Envisaged 2024
			Agency request	VAR 2022/2021	Budget forecast		
Title 1 - Staff expenditure	**46,912,799**	**52,858,256**	**58,086,483**	**9.9%**	**58,086,483**	**60,599,509**	**61,857,528**
Salaries & allowances	41,670,364	45,376,256	50,595,456	11.5%	50,595,456	53,705,364	55,071,622
- Of which establishment plan posts	33,002,658	35,727,000	39,487,000	10.5%	39,487,000	41,836,000	42,919,000
- Of which external personnel	8,667,706	9,649,256	11,108,456	15.1%	11,108,456	11,869,364	12,152,622
Expenditure relating to Staff recruitment	361,781	375,000	560,000	49.3%	560,000	560,000	530,000
Mission expenses	24,757	155,000	126,000	-18.7%	126,000	126,000	126,000
Socio-medical infrastructure	206,587	238,000	243,680	2.4%	243,680	246,117	250,000
Training	231,090	500,000	500,000	0.0%	500,000	500,000	500,000
External Services	2,683,375	4,414,000	4,195,417	-5.0%	4,195,417	3,568,559	3,458,485
Receptions, events and representation	0	0	0	0.0%	0	0	0
Social welfare	1,734,845	1,800,000	1,865,930	3.7%	1,865,930	1,893,469	1,921,421
Other staff related expenditure	0	0	0	0.0%	0	0	0

Expenditure	Payment appropriations						
	2020 Budget execution	Budget 2021	Draft budget 2022			Envisaged 2023	Envisaged 2024
			Agency request	VAR 2022/2021	Budget forecast		
Title 2 - Infrastructure and operating expenditure	**9,460,532**	**14,672,409**	**12,190,400**	**-16.9%**	**12,190,400**	**12,845,200**	**12,824,200**
Rental of buildings and associated costs	4,748,057	7,008,659	6,062,900	-13.5%	6,062,900	6,876,000	6,876,000
Information, communication technology and data processing	4,194,930	5,527,000	5,146,500	-6.9%	5,146,500	5,088,200	5,067,200
Movable property and associated costs	313,674	1,494,000	280,000	-81.3%	280,000	150,000	150,000
Current administrative expenditure	37,671	300,750	352,000	17.0%	352,000	352,000	352,000
Postage / Telecommunications	140,755	245,000	212,000	-13.5%	212,000	212,000	212,000
Meeting expenses	17,945	80,000	120,000	50.0%	120,000	150,000	150,000
Running costs in connection with operational activities	0	0	0	0.0%	0	0	0
Information and publishing	7,500	17,000	17,000	0.0%	17,000	17,000	17,000
Studies	0	0	0	0.0%	0	0	0
Other infrastructure and operating expenditure	0	0	0	0.0%	0	0	0
Title 3 - Operational expenditure	**31,048,911**	**52,634,889**	**64,469,346**	**22.5%**	**64,469,346**	**71,417,851**	**79,154,524**
Regulated Products	5,160,618	5,764,100	6,545,462	13.6%	6,545,462	6,397,822	6,385,445
Risk Assessment	4,952,646	6,072,399	6,523,867	7.4%	6,523,867	6,666,064	7,166,070
Scientific Cooperation & Strategy	7,683,241	13,587,889	25,962,001	91.1%	25,962,001	34,526,215	41,823,409
Communication	2,255,439	5,454,200	7,115,000	30.4%	7,115,000	7,010,000	6,965,000
Operational support	10,996,967	21,756,301	18,323,016	-15.8%	18,323,016	16,817,750	16,814,600
TOTAL	**87,422,242**	**120,165,554**	**134,746,229**	**12.1%**	**134,746,229**	**144,862,560**	**153,836,252**

Budget outturn and cancellation of appropriations 2022 – 2024

Table 32. Budget outturn and cancellation of appropriations 2022 – 2024

Budget out-turn	2018	2019	2020
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	80,359,603.57	80,496,256.65	99,371,850.48
Payments made (–)	-73,606,299.19	-72,966,330.23	-88,130,988.95
Carry-over of appropriations (–)	-7,131,112.74	-7,854,893.86	-12,297,809.31
Cancellation of appropriations carried over (+)	206,165.59	424,520.61	324,289.38
Exchange-rate differences (+/–)	-146.85	-1,475.69	-745.54
Adjustment for carry-over from previous years of assigned revenue	614,253.89	335,797.06	1,084,754.98
Out-turn pre-accession programme DG Neighbourhood and Enlargement Negotiations	0.00	-4,499.95	na
Total	**442,464.27**	**429,374.59**	**351,351.04**

Cancellation of appropriations

Cancellation of commitment appropriations

- Out of the EUR 103.0 million in commitment appropriations available, EUR 103.0 million or 100 % (100 % in 2019) was utilised, leaving EUR 0.02 million in commitment appropriations unutilised.

Cancellation of payment appropriations for the year

- Out of the EUR 98.9 million of C1 payment appropriations available, EUR 87.4 million or 88% (91.5 % in 2019) was paid. EUR 11.5 million corresponding to 12.4% of non-differentiated credits from all fund sources (9.3% in 2019) was carried forward and € 0.02 million of non-differentiated payment appropriations linked to commitments not executed were cancelled. Minor amount (€ 0.005 million) of differentiated payment appropriations remained unutilised.

Cancellation of payment appropriations carried over

- Out of the EUR 6.8 million in payment appropriations carried over, EUR 6.5 million or 95% was paid, leaving EUR 0.3 million unutilised Justification

Budget out-turn

- The budget out-turn 2020 is in line with previous years and stands at million EUR 0.4 million (€ 0.4 million in 2019) or 0.4% of total revenue, stemming mainly from adjustment for carry-over from previous years. Tight treasury management and payment forecast system allow optimisation of treasury utilisation, thereby keeping the out- turn low.

Annex IV. Human resources for 2022 2024 — quantitative

1. The staff population and its evolution

A. Statutory staff and SNE

Table 33. Staff population and its evolution; Overview of all categories of staff

Staff	2020					2021			2022			2023	2024
ESTABLISHMENT PLAN POSTS	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Actually filled 31/12/2020*	Occupancy rate %	Authorised staff - Baseline	Authorised staff - 178 TR	Authorised staff - TOTAL	Envisaged staff - Baseline	Envisaged staff - 178 TR	Envisaged staff - TOTAL	Envisaged staff	Envisaged staff
Administrators (AD)	226	29	255	248	97.3%	229	55	284	232	80	312	312	312
Assistants (AST)	94	5	99	97	98.0%	91	5	96	88	5	93	93	93
Assistants/Secretaries (AST/SC)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL ESTABLISHMENT PLAN POSTS	320	34	354	345	97.5%	320	60	380	320	85	405	405	405

Staff	2020					2021			2022			2023	2024
EXTERNAL STAFF	FTE corresponding to the authorised budget - Baseline	FTE corresponding to the authorised budget – 178 TR	FTE corresponding to the authorised budget - TOTAL	Headcount as of 31/12/2020*	Execution Rate %	FTE corresponding to the authorised budget - Baseline	FTE corresponding to the authorised budget – 178 TR	FTE corresponding to the authorised budget - TOTAL	Envisaged FTE - Baseline	Envisaged FTE – 178 TR	Envisaged FTE - TOTAL	Envisaged FTE	Envisaged FTE
Contract Agents (CA)[69]	139	0	139	122	87.8%	146	0	146	167	0	167	167	167
Seconded National Experts (SNE)[70]	15	0	15	13	86.7%	15	0	15	15	0	15	15	15
TOTAL EXTERNAL STAFF	154	0	154	135	87.7%	161	0	161	182	0	182	182	182
TOTAL STAFF	474	34	508	480	94.5%	481	60	541	502	85	587	587	587

* Figures do not include accepted offer letters.

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Table 34. Additional external staff expected to be financed from grant, contribution or service-level agreements.

Human Resources	2020	2021	2022	2023	2024
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	0	0	0	0	0
Seconded National Experts (SNE)[71]	1	1	1	1	1
TOTAL	1	1	1	1	1

[69] Numbers include 4 CAs utilised by ECHA from 2020-2022, as per EFSA-ECHA agreement
[70] Do not include 1 SNE related to the Pre-accession Programme budget – see table 34
[71] 1 FTE related to the Pre-accession Programme budget

C. Other Human Resources

Table 35. Other human resources

Structural service providers	Actually in place as of 31/12/2020
Security	1
IT	7
Reception	2
Post Office	1
Office Supplies	1
Archive	2
Hussier	3
Outsourcing Service Manager	1
Maintenance	2
Building H&S technical assistance	2
Medical Advisor	0.75
Interim workers	**Total FTEs in year 2020**
Number	51

2. Multiannual staff policy plan for 2022-2024

Table 36. Multi-annual staff policy plan Year 2022-2024

Function group and grade	2020								2021								2022						2023		2024	
	Authorised budget - Baseline		Authorised budget - 178 TR		Autorised Budget - TOTAL		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12		Envisaged budget - Baseline		Envisaged budget - 178 TR		Envisaged Budget - TOTAL		Envisaged budget		Envisaged budget	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm posts	Temp posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1	0	1	0	0	0	1	0	1	0	1	0	0	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2
AD 13	0	4	0	0	0	4	0	3	0	4	0	0	0	4	0	3	0	5	0	0	0	5	0	5	0	5
AD 12	0	4	0	0	0	4	0	4	0	4	0	0	0	4	0	4	0	5	0	0	0	5	0	6	0	7
AD 11	0	8	0	0	0	8	0	5	0	10	0	0	0	10	0	5	0	11	0	0	0	11	0	12	0	14
AD 10	0	19	0	0	0	19	0	15	0	20	0	0	0	20	0	15	0	23	0	0	0	23	0	27	0	31
AD 9	1	38	0	2	1	40	0	37	1	40	0	3	1	43	0	36	1	43	0	4	1	47	1	50	2	53
AD 8	3	58	0	4	3	62	3	61	4	61	0	7	4	68	3	66	4	59	0	9	4	68	4	70	3	70
AD 7	1	49	0	10	1	59	2	55	0	48	0	20	0	68	2	56	0	47	0	30	0	77	0	74	0	71
AD 6	0	32	0	11	0	43	0	49	0	31	0	21	0	52	0	59	0	29	0	31	0	60	0	53	0	46
AD 5	0	8	0	2	0	10	0	13	0	5	0	4	0	9	0	17	0	4	0	6	0	10	0	8	0	7
AD TOTAL	**5**	**221**	**0**	**29**	**5**	**250**	**5**	**243**	**5**	**224**	**0**	**55**	**5**	**279**	**5**	**262**	**5**	**227**	**0**	**80**	**5**	**307**	**5**	**307**	**5**	**307**
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
AST 8	0	1	0	0	0	1	0	0	0	2	0	0	0	2	0	0	0	3	0	0	0	3	0	4	0	4
AST 7	0	4	0	0	0	4	0	3	0	4	0	0	0	4	0	3	0	4	0	0	0	4	0	5	0	6
AST 6	0	6	0	0	0	6	0	7	0	9	0	0	0	9	0	7	0	11	0	0	0	11	0	12	0	14

Function group and grade	2020								2021								2022						2023		2024	
	Authorised budget - Baseline		Authorised budget - 178 TR		Autorised Budget - TOTAL		Actually filled as of 31/12		Authorised budget - Baseline		Authorised budget - 178 TR		Authorised Budget - TOTAL		Actually filled as of 31/12		Envisaged budget - Baseline		Envisaged budget - 178 TR		Envisaged Budget - TOTAL		Envisaged budget		Envisaged budget	
	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm posts	Temp posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 5	0	21	0	0	0	21	0	18	0	21	0	0	0	21	0	18	0	23	0	0	0	23	0	24	0	24
AST 4	0	32	0	2	0	34	0	32	0	30	0	2	0	32	0	34	0	27	0	2	0	29	0	27	0	25
AST 3	0	19	0	3	0	22	0	23	0	14	0	3	0	17	0	22	0	11	0	3	0	14	0	13	0	12
AST 2	0	11	0	0	0	11	0	13	0	11	0	0	0	11	0	13	0	9	0	0	0	9	0	8	0	7
AST 1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
AST TOTAL	**0**	**94**	**0**	**5**	**0**	**99**	**0**	**97**	**0**	**91**	**0**	**5**	**0**	**96**	**0**	**98**	**0**	**88**	**0**	**5**	**0**	**93**	**0**	**93**	**0**	**93**
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC TOTAL	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL	**5**	**315**	**0**	**34**	**5**	**349**	**5**	**340**	**5**	**315**	**0**	**60**	**5**	**375**	**5**	**360**	**5**	**315**	**0**	**85**	**5**	**400**	**5**	**400**	**5**	**400**
GRAND TOTAL	**320**		**34**		**354**		**345**		**320**		**60**		**380**		**365**		**320**		**85**		**405**		**405**		**405**	

- **External personnel**

Table 37. External personnel - Contract Agents

Contract agents*	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the envisaged budget 2022**	FTE corresponding to the envisaged budget 2023**	FTE corresponding to the envisaged budget 2024**
Function Group IV	114	94.67	94	122	102.9	111	141	142	142
Function Group III	7	9.58	9	7	9.6	10	10	10	10
Function Group II	18	19	19	17	19	19	16	15	15
Function Group I	0	0	0	0	0	0	0	0	0
TOTAL	**139.0**	**123.3**	**122.0**	**146.0**	**131.5**	**140.0**	**167.0**	**167.0**	**167.0**

*Numbers include 4 CAs utilised by ECHA from 2020-2022, as per EFSA-ECHA agreement

**Additional 15 CAs requested from 2022 - 2024, to cover the FTE gap due to volume increase

Table 38. External personnel - Seconded National Experts

Seconded National Experts**	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020 (draft)	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the envisaged budget 2022	FTE corresponding to the envisaged budget 2023	FTE corresponding to the envisaged budget 2024
TOTAL	**16.0**	**13.8**	**14.0**	**16.0**	**11.8**	**12.0**	**16.0**	**16.0**	**16.0**

**of which 15 FTEs related to EFSA's budget 1 FTE related to the Pre-accession Programme budget

3. Recruitment forecasts 2022 following retirement/mobility or new requested posts

Table 39. Recruitment forecasts 2022 following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication *		CA Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement, departure or mobility	New post requested due to additional tasks	Internal (brackets)	External (single grade)	
Head of Unit	3		AD9-12	AD9	
Sr. S. O. - Molecular Toxicology	3		AD8-12	AD8	
S. O. - Regulatory Science Coordinator	4	10	AD5-7	AD5	FGIV
S. O. - Environmental Exposure, Fate, Ecotoxicity		2	AD5-7	AD6	
S. O. - Food Feed Technology	1	1	AD5-7	AD6	
S. O. – Chemistry		2	AD5-7	AD6	
S. O. - Veterinary Science	2	1	AD5-7	AD6	FGIV
S. O. - Epidemiology		1	AD5-7	AD6	
S. O. - Molecular Biology	1				FGIV
Scientific Officer	3	1	AD5-7	AD6	FGIV
Data Analyst/Officer		2	AD5-7	AD6	FGIV
Data Scientist - AI	1		AD8-12	AD8	
Statistician/Biostatistician		1	AD5-7	AD6	
Technical Assistant	1				FGIII
Finance Specialist	1	1			FGIII
Legal Assistant		2	AST4-9	AST4	
Senior Legal Officer		1	AD8-12	AD8	
HR Specialist		1	AST4-9	AST4	
Talent Development Officer		2	AD5-7	AD6	
HR Business Partner		1			FGIV
Service Manager	1	1			FGIV
Enterprise Architect	1		AD5-7	AD7	
Communications Officer	1	1	AD5-7	AD7	FGIV
Social Scientist		1	AD5-7	AD6	
External Relations Officer		1	AD5-7	AD6	

Annex V. Human resources for 2022-2024 — qualitative

A. Recruitment policy

Implementing rules in place:

Table 40. Recruitment Implementing rules

Implementing rules *		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	Y		
Engagement of TA	Model Decision C(2015)1509	Y		
Middle management	Model decision C(2018)2542	Y		
Type of posts	Model Decision C(2018)8800	Y		

Statutory staff (officials, temporary agents, contract agents)

As a consequence of the Transparency Regulation, EFSA has been granted a total of 75 posts in 2020 and 2021, of which 60 Temporary Agents, and 15 Contract Agents (4 out of which temporarily utilised by ECHA). A further growth by 31 statutory staff posts has been approved for 2022, of which 25 Temporary Agents and 6 Contract Agents. In addition, EFSA has been granted 15 Contract Agents for the period 2022-24 to ensure the implementation of its workplan.

While carefully monitoring its statutory staff capacity and execution, EFSA aims at targeting a recruitment plan beyond 100% of its nominal capacity by offsetting part-time savings with other appointments, as provided in the EU Financial Regulations (Art. 53/2), in order to reach the highest possible occupancy/execution rates.

The EFSA's Establishment Plan request envisages a gradual conversion of AST posts into AD posts in order to increase its share of Knowledge Workers vs. Support Staff. On this regard several initiatives of project/process improvements have been put in place to achieve efficiency gains, generating "free capacity" as well as financial benefits (see also details reported in table 22 of the Programming Document 2021-2023). These initiatives have also led to the outsourcing of some services freeing up internal FTEs mainly pertaining to the AST category that can be upgraded to ADs and the plan is to follow this pattern in the coming years.

EFSA is aware that the gradual transformation of AST into AD posts has a budgetary impact and will strictly monitor the Title I expenditures. EFSA aims at employing all available staff resources to support its core activities. Therefore, efforts are ongoing to reduce or outsource remaining clerical tasks, where possible, to external providers (e.g. reception, post office, hussier/archive, mission organisation, relocation services etc.). Staff on AST1-3 and FGII contracts are typically also performing a number of tasks that require a higher degree of autonomy and specific knowledge as per EFSA's competency catalogue (e.g. quality assurance, stakeholder relations, financial management, tool maintenance, communication planning, monitoring & evaluation, etc.). For these reasons, the authority has not launched any calls at grades lower than FGIII or AST4 in recent years and does not plan to revert to employing its statutory staff to the execution of purely clerical tasks.

EFSA is using an innovative recruitment solution to attract, source and select its staff, experts, trainees and SNEs.

EFSA implemented the Oracle HCM recruitment module (Taleo) for managing the end-to-end selection process in a digital and automated way.

The recruitment tool includes a branded career site and facilitates the dissemination of jobs, referrals and provides analytics on candidates. This has helped to increase the number and relevance of applicants for each vacancy.

The tool supports the Selection Board in evaluating candidates as well as recruiters in performing operational activities (including approval workflows, electronic offers, correspondence templates, reporting).

In addition, EFSA has implemented recorded video interviews as an intermediate assessment phase which has helped to increase the quality of candidates that are brought forward to the last interview phase with the Selection Board. EFSA has implemented a fully digitalised recruitment solution allowing a remote selection process, thus ensuring a continuity of the recruitment activities during the Covid-19 pandemic.

EFSA is further developing initiatives to position itself as an employer of choice — also in collaboration with other EU agencies — and to extend awareness of its value proposition. Enhanced visibility of career opportunities is achieved through the wider and targeted dissemination of vacancies, recruitment campaigns and proactive use of social media. EFSA continues to invest in its successful traineeship scheme as a way to gain visibility among young professionals across Europe and beyond and to create a pool of young people with first-hand experience of EFSA who may be prepared to collaborate with EFSA in the future.

To facilitate the launch of a competency-based approach to people management in the organisation, EFSA is developing the processes and tools required through the expertise management project. Since 2017 the project started to deliver its envisaged outcomes, which, as a consequence, are improving various processes such as selection, onboarding and strategic learning needs of EFSA talents. In 2022-23, EFSA will fully operationalise the project by phasing out unreliable ancillary tools and replace them by additional modules in its unified Talent Management Platform (Learning, Goals, Career and Performance). This will conclude the centralisation of all these functions in one single tool to further facilitate distance selection, onboarding, performance, goals setting and strategic learning needs.

The list below recaps the typical grades at which each job category is filled.

'Assistant' job family

- 'Assistant' job category (staff carrying out administrative, technical or training activities such as assistance work requiring a certain degree of autonomy). Typically, these posts are filled by grades AST1-AST3, FGII.4-7.

- 'Technical assistant' job category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science and communication, following advice from their managers. Technical assistants may also provide assistance in general and budgetary processes and may coordinate administrative work. These jobs are of a technical rather than a clerical nature and require a number of years of experience. Typically, these posts are filled by grades AST4-AST9, with an entry-level normally at AST4, and FGIII.8-12.

'Operational' job family

- 'Officer' job category (staff providing officer expertise in a specific field of knowledge, for example. legal officer, scientist). Typically, these posts are filled by grades AD5-AD6-AD7 depending on the level of seniority required and FG IV.

- 'Senior officer' job category (staff providing senior-officer expertise in a specific field of knowledge, for example senior legal officer, senior scientist, etc.). Typically, these posts are filled by grades AD8-AD12, with an entry-level normally at AD8.

'Management' job family

- 'Manager' job category (staff providing managerial expertise in the definition of the organisational strategy, for example Head of Department, and staff providing managerial expertise in the implementation of the organisational strategy, for example Head of Unit). Typically, these posts are filled by grades AD9-AD14, with an entry-level at AD9-AD10 for Head of Unit and AD-12 for Head of Department positions.

- 'Senior manager' job category (executive director). Typically, these posts are filled by grades AD14-AD15.

Following the 2014 Staff Regulations reform, EFSA adopted and is already applying the new implementing rules on the engagement and use of temporary staff for agencies (TA2f) as well as the new rules for the Contract Staff, thus ensuring a more consistent staff policy.

Concerning the duration of employment, TAs and CAs are currently offered a 5-year contract, renewable for another limited period not exceeding 5 years. These contracts are converted into contracts of an indefinite nature if a second renewal is offered and accepted. All contract renewals are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

Non-statutory staff

Seconded national experts

The objective of the SNEs' programme is to foster the exchange of experience and knowledge of European food safety RA working methods and to widen the expertise network. Experts can be seconded to EFSA for a period comprised between 6 months and 4 years. Out of the capacity of 16 SNEs, 1 is funded by the Pre-Accession Programme of DG NEAR.

Traineeships

EFSA offers paid traineeships and unpaid study visits to talented, highly qualified young professionals early in their careers, in a field of their choice. Trainees at EFSA have the opportunity to immerse themselves in the Authority's work and in the European food safety system in general. The selection procedure is open and transparent, done through the publication of a call for expressions of interest on the EFSA website.

The traineeship typically lasts 12 months.

Interims

In compliance with both the EU legal framework and Italian labour legislation, EFSA's policy is to rely on interim services only under specific circumstances and for limited periods of time.

EFSA holds a framework contract, managed by the EFSA Human Capital (HUCAP) Unit, which has been concluded with an interim staff agency' selected through a public call for tenders to purchase interim services. This framework contract, renewed in 2021 and due to expire in 2025, foresees a broader spectrum of skills. Interim services can be deployed for the following purposes.

- Coverage of long-term absences typically due to maternity leaves, long-term sick leaves and CCP[72].
- Support to EFSA staff for peak workloads in business development projects.

Structural service providers

All services are procured via dedicated open calls for tenders. All procurement activities are carried out in accordance with the following legal provisions.

- Basic act: Council Regulation (EC) No 178/2002 (EFSA's founding regulation).
- Financial Regulation: Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU Euratom) No 966/2012 (Title VIII and Annex 1)

[72] Conge convenance personnelle (unpaid leave on personal grounds)

B. Appraisal and reclassification/promotions

Implementing rules in place:

Table 41. Implementing rules

Implementing rules in place:		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	Y		
Reclassification of CA	Model Decision C(2015)9561	Y		

EFSA's Performance Management cycle is built towards a fully integrated Talent Management approach. Each step contributes to the appropriate development and management of EFSA's talents, which, as a consequence influences and positively impacts the performance of the organisation as a whole. Talent development and performance management at EFSA take place through continuous dialogue between staff and managers providing feedback and looking towards future opportunities.

EFSA promotes a culture of ongoing feedback throughout the year through the performance dialogue exercise, this exercise is initiated with goal setting and development opportunities discussed in Q1, it entails a mandatory intermediate dialogue also known as the mid-year review, ample informal opportunities for discussion throughout the year and a final formal end of year assessment.

As regards promotion/reclassification at EFSA, in line with the Organisation's approach to talent management is instrumental to reward people's top performance and acknowledgement of their contributions to EFSA's success.

The outcome of the 2020 promotion/reclassification exercise resulted in 49 statutory staff members being promoted/reclassified, corresponding to 13.5 % of eligible staff (362), distributed as follows:

By Contract Type:

- 1 Official | 25% of total Officials eligible
- 34 Temporary Agents | 13% of total TAs eligible
- 14 Contract Agents | 15% of total CAs eligible

By Job Category:

- 3 Managers | 13.6% of total Managers eligible
- 10 Senior Officers | 12% of Senior Officers eligible
- 20 Officers | 15% of total Officers eligible
- 7 Junior Officers | 37% of total Junior Officers eligible
- 2 Technical Assistants | 4% of total Technical Assistants eligible
- 7 Assistants | 12% of total Assistants eligible

EFSA's promotion rate will continue to be monitored in the coming years so as to respect the rates indicated in Annex IB of the Staff Regulations as far as possible, bearing in mind that motivation at work is a priority at EFSA, promotion/reclassification is only one of the tools to recognise commitment and contribution to EFSA's success and, other actions relating to career development were discussed at the talent-review meetings.

Developing EFSA's talents and ensuring that the organisation is ready to meet future challenges becomes more and more pertinent for EFSA in light with the new Regulation 178/2002. While EFSA has processes in place to identify competency gaps and key learning needs which are usually met with internal or external learning solutions or with other informal ways of learning (e.g. on the job, through projects etc), there is a need to offer more development tools for key individuals who have the capacity

to progress in the organisation, being vertically or transversally hence, a proposal for developing EFSA's talent pool has been adopted and is under implementation. This includes the introduction of two programmes: one focusing on personal leadership development and one focusing on technical development. The programme complements the standard learning offer and external training opportunities.

Table 42 Reclassification of TA/promotion of officials

Average seniority in the grade among reclassified staff							
Grades	**Year N-4 (2017)**	**Year N-3 (2018)**	**Year N-2 (2019)**	**Year N-1 (2020)**	**Year N (2021)**	**Actual average over 5 years**	**Average over 5 years (According to decision C(2015)9563)**
AD05	na	6.63	13.22	4	6.11	7,12	2.8
AD06	7.95	7.24	5.36	6.04	6.39	6,82	2.8
AD07	9.32	9.83	7.65	6.31	6.17	7,30	2.8
AD08	5.72	8.77	10.84	6.73	5.6	7,43	3
AD09	7.19	11.42	6.84	5.84	7.73	7,71	4
AD10	na	na	9.72	na	na	9,72	4
AD11	na	na	na	12.91	16.76	14,19	4
AD12	na	4.17	na	11.72	na	9,20	6.7
AD13	na	na	na	na	na	na	6.7
AST1	na	11.72	12.13	na	na	11,93	3
AST2	10.39	9.07	11.84	10.77	10.87	10,37	3
AST3	10.84	11.02	6.84	na	7.54	8,53	3
AST4	9.22	9.59	8.39	2.5	6.61	7,76	3
AST5	5.84	4.84	8.84	8.84	7.42	7,43	4
AST6	na	4.84	na	na	na	4,84	4
AST7	na	na	na	na	na	na	4
AST8	na	na	na	na	na	na	4
AST9	na	na	na	na	na	na	N/A
AST10	na	na	na	na	na	na	5
(Senior assistant)	na	na	na	na	na	na	
AST/SC1		na	na	na	na	na	4
AST/SC2		na	na	na	na	na	5
AST/SC3		na	na	na	na	na	5.9
AST/SC4		na	na	na	na	na	6.7
AST/SC5		na	na	na	na	na	8.3

Table 43 -Reclassification of contract staff

Func-tion Group	Grade	Staff in activity at 1.01.2019	How many staff members were reclassified in Year 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16				Between 5 and 7 years
	15		1	2.84	Between 4 and 6 years
	14		3	5.23	Between 3 and 5 years
	13		7	3.31	Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10				Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6		1	2.84	Between 6 and 10 years
	5		1	11.88	Between 5 and 7 years
	4		1	9.30	Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

Mobility within EFSA

To ensure its continued ability to perform and deliver efficient service quality, EFSA has put in place internal mobility opportunities, creating a motivated and versatile workforce able to respond to future demands and challenges.

Internal moves are processed using Article 7 of the Staff Regulations.

In 2021, 12 EFSA staff members changed their job through internal mobility, both to respond to business needs and also stemming from staff motivation.

The tools used to cover vacant posts internally are: transfers resulting from an internal selection procedure following the publication of a call on the intranet portal; transfers in the interest of the service; and the redeployment of staff as a consequence of organisational change. EFSA continues to capture career aspirations expressed through the yearly performance dialogue which complement the tools used above when mobility opportunities arise.

In addition to the 12 full-time moves, numerous colleagues are collaborating part-time on specific projects particularly related to the preparation of the implementation of the Transparency Regulation.

In the remit of the organisational design project, all staff will be placed within the new organisational chart as of 01 January 2022. To this end, a survey was launched in July 2021 where staff were asked to express their preferences in terms of placement in the new department and unit structure, staff could express up to three choices as regards their future placement. 97% of EFSA's staff replied to the survey, in September 90% of staff had been matched with assignments in line with the preferences expressed. Career conversations were held with the remaining staff to further align business needs with career aspirations.

Additional career opportunities for internal staff arose from the increased establishment plan capacity. In particular, some Contract Agents were successful in external Temporary Agents calls.

Mobility between agencies (interagency job market)

On 6 October 2009, EFSA joined the interagency job market. As with all other agencies, the basis of EFSA's participation in the interagency job market is to offer staff opportunities for mobility in agencies by ensuring the continuation of careers and grades. In June 2015 EFSA adopted the new rules on engagement and use of TAs under Article 2(f) of the Conditions of Employment of Other Servants of the European Union (CEOS), and in 2017 the Authority implemented the provision allowing the recruitment of TA staff while ensuring career continuity. In addition, in September 2019 EFSA adopted the new rules on the conditions of employment of Contract Agent allowing more favourable conditions for mobility o between institutions of Contract Agent staff. In 2020, 2 new colleagues joined EFSA through interagency mobility, and one EFSA colleague joined another EU agency in continuation of contract.

Mobility between EU agencies and EU institutions

In 2021 EFSA continued the secondment started in 2020 to the European Medicines Agency by means of the rules laid down in the Staff Regulations, Articles 37 and 38 and by virtue Article 52 of the CEOS, and in October initiated an additional secondment to the European Chemicals Agency.

An Interagency Staff Exchange initiative also commenced in October with ECDC[73].

C. Gender representation

Table 44. Data on 31/12/2020 /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	40.0%	124	36.4%	61	49.6%	187	39.9%
	Assistant level (AST & AST/SC)	0	0.0%	78	22.9%	20	16.3%	98	20.9%
	Total	2	40.0%	202	59.2%	81	65.9%	**285**	**60.8%**
Male	Administrator level	3	60.0%	120	35.2%	33	26.8%	156	33.3%
	Assistant level (AST & AST/SC)	0	0.0%	19	5.6%	9	7.3%	28	6.0%
	Total	3	60.0%	139	40.8%	42	34.1%	**184**	**39.2%**
Grand Total		**5**	**100.0%**	**341**	**100.0%**	**123**	**100.0%**	**469**	**100.0%**

[73] European Centre for Disease Control

Table 45. Data regarding gender evolution over 5 years of the Middle and Senior management[74]

	2016		2020	
	Number	%	Number	%
Female Managers	8	32.0%	10	41.7%
Male Managers	17	68.0%	14	58.3%

The overall gender balance among EFSA's staff — as presented in Table 45 — shows female prevalence; this majority is more marked among TA/AST staff and CAs. With specific reference to the managerial population, we noted different compositions among (a) middle managers and (b) team leaders: (a) 10 women out of 24 corresponding to 41.7%/58.3%; (b) 17 women out of 40 corresponding to 42.5%/57.5%. The overall gender balance for managerial positions, including the Executive Director (Senior Manager) is of 42.2% women/57.8% men (27 women out of a total managerial population of 64).

As a measure to promote equal opportunities, the terms of published vacancy notices prevent any kind of discrimination, and the composition of the selection board is balanced as far as possible.

Without prejudice to non-discrimination practices, EFSA will, as much as possible, pursue a gender-balanced structure for its staff at the time of the appointment of the successful incumbent.

D. Geographical Balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 46. Data on 31/12/2020 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	10	2.1%	0	0.0%	10	2.1%
Belgium	28	6.0%	9	1.9%	37	7.9%
Bulgaria	1	0.2%	3	0.6%	4	0.9%
Croatia	2	0.4%	0	0.0%	2	0.4%
Cyprus	0	0.0%	0	0.0%	0	0.0%
Czech Republic	1	0.2%	1	0.2%	2	0.4%
Denmark	2	0.4%	1	0.2%	3	0.6%
Estonia	0	0.0%	0	0.0%	0	0.0%
Finland	0	0.0%	0	0.0%	0	0.0%
France	21	4.5%	3	0.6%	24	5.1%
Germany	20	4.3%	2	0.4%	22	4.7%
Greece	24	5.1%	1	0.2%	25	5.3%
Hungary	8	1.7%	2	0.4%	10	2.1%
Ireland	5	1.1%	5	1.1%	10	2.1%

(74) Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Italy	144	30.7%	78	16.6%	222	47.3%
Latvia	1	0.2%	0	0.0%	1	0.2%
Lithuania	0	0.0%	0	0.0%	0	0.0%
Luxembourg	3	0.6%	0	0.0%	3	0.6%
Malta	0	0.0%	1	0.2%	1	0.2%
Netherlands	3	0.6%	0	0.0%	3	0.6%
Poland	5	1.1%	2	0.4%	7	1.5%
Portugal	8	1.7%	2	0.4%	10	2.1%
Romania	4	0.9%	4	0.9%	8	1.7%
Slovakia	5	1.1%	2	0.4%	7	1.5%
Slovenia	1	0.2%	0	0.0%	1	0.2%
Spain	34	7.2%	6	1.3%	40	8.5%
Sweden	0	0.0%	1	0.2%	1	0.2%
United Kingdom	13	2.8%	3	0.6%	16	3.4%
TOTAL	**343**	**73.1%**	**126**	**26.9%**	**469**	**100%**

Table 47. Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2016		2020	
	Number	%	Number	%
Italy	191	44.0%	222	47.3%

EFSA's recruitment policies are designed to attract and retain the required competences to support the delivery of its work plan, with no discrimination concerning gender and geographical balance, in compliance with the Staff Regulations. The distribution of staff by nationality is presented in Table 47.

EFSA is closely monitoring and proactively seeking to ensure a balanced representation of as many EU nationalities as possible. EFSA has started a specific project with several work packages to tackle the issue, the Management Team of EFSA has approved at the end of 2020 the dedicated project "to increase the awareness of EFSA and improve our Nationality Balance" in order to tackle our geographical imbalance and to improve the inflow from candidates from Member States who are currently under-represented within EFSA.

The Project consists of several work packages:

- A Market Research Study to understand what prevents professionals in the currently under-represented Member States to apply to EFSA's positions.
- The development of a new Employer Branding Strategy
- The development of new partnerships with Universities or other organisations
- The introduction of new recruitment tools/channels.

The project is still ongoing, but the following results have been achieved:

- The Market Research Study has been completed in Q4 2021 and gave EFSA interesting new insights what the barriers are for professionals in the different Member States to apply to the EFSA calls .
- Based on the outcome of this study, EFSA is currently working together with a contractor to develop a new Employer Branding Strategy specially targeted for the under-represented Member States, which shall be finalised in Q1 2022.
- EFSA has also introduced new recruitment platforms in 2021 and increased its campaigns in several under-represented Member States, which resulted in an increase of candidates from those under-represented Member States.
- In order also to full our "pipelines" of the future, EFSA has also developed new partnerships with Universities in the under-represented Member States.

The previously implemented measures of EFSA include the following.

- Proactive promotion of EFSA career opportunities in all EU Member States in close cooperation with EFSA's scientific networks and focal points, and by organising recruitment campaigns with European universities and participating in European job fairs.
- Promotion of equal opportunities during selection procedures to prevent any kind of discrimination, including the unbalanced composition of the board.
- Broad dissemination of vacancy notices available on EFSA website, EPSO, EU specialised job boards and relevant social media platforms.
- Enhanced collaboration with EU agencies to increase the visibility of career opportunities and collaborate on joint selection procedures.
- Relocation services are available to newcomers before their arrival and during their first months in EFSA, and continued support for expats to relieve them of the burden of local administrative procedures.
- EFSA is actively promoting the traineeship programme as a pipeline for the future talents of EFSA.
- Wellbeing activities, such as postural workout within EFSA premises, are being offered to staff.
- Provision of Italian language courses to newcomers and their spouses for integration purposes. This can serve as a retention measure, as foreseeably staff and their families will feel better integrated.

E. Schooling

EFSA considers schooling to be an essential part of its staff policy. For this purpose a European School type II (Scuola per l'Europa) was established in 2004 and accredited in 2008 under the European Schools system. The school offers tuition up to baccalaureate level. In 2009 the Italian authorities commissioned the construction of a new building to host the school (the current facilities being in an unsatisfactory condition) through a project with a cost totalling EUR 35 million (to be paid by the Italian authorities). Following the suspension of work on the building in 2012 (due to financial difficulties with the construction company) the new building was completed in 2017 and, for the start of the new 2017-2018 school year, the school moved to the new facilities.

A contribution to the EU-accredited European School in Parma worth around EUR 1.64 million was paid from EFSA's 20201 budget for the 2021-2022 school year. The amount budgeted for 2020 onwards has been increased to cover the expected increases both in the annual school fees and in the number of pupils also deriving from the planned increase in the staff number in view of the implementation of the Transparency Regulation. For the school year 2021-2022, 18 EFSA pupils - out of a total 751 pupils - are enrolled at the "Scuola per l'Europa" in Parma.

Table 48. Schooling

Agreement in place with the European School of Parma				
Contribution agreements signed with the EC on type I European schools	Yes		No	x
Contribution agreements signed with the EC on type II European schools	Yes	x	No	
Number of service contracts in place with international schools:	n/a			
Description of any other solutions or actions in place: Procurement contract for 6 Early Childhood Daycare Centres in cascade in Parma Area				

Annex VI. Environment management

EFSA is ISO 14001 certified since 2016 and EMAS registered since 2017. By sharing the fundamental value of sustainable development, EFSA has adopted a way of managing its activities based on the principle of sharing responsibilities to the environment, in accordance with the EMAS regulation. Following this, EFSA has adopted an environmental management system and communicates the environmental effects of its business, its environmental policy and the planned actions to improve its environmental performance.

As a matter of fact, already from the design phase of the building, many solutions have been adopted to minimise environmental impacts, such as energy and water consumption. The building is thermally insulated and provided with the following systems:

- a geothermal heat pump and a solar thermal system for the self-production of thermal energy from renewable sources (in the case of this thermal energy is not sufficient, it is supplemented by the thermal energy purchased by the city's district heating network);
- two photovoltaic systems for the production of electric energy;
- technological solutions to contain energy consumption due to air conditioning;
- rainwater collection for toilets flushes and irrigation, that permit to reduce the use of high-quality water if not necessary.

The systems described above have permitted to reduce some environmental impacts starting from the beginning of EFSA activity.

Moreover, EFSA has already implemented some best environmental practices for sustainable offices to improve environmental performance related to consumption, as indicated by the decision (EU) 2019/61.

Energy and water consumption

EFSA reduces the environmental impacts due to energy and water consumption by the implementation of some best environmental practices for sustainable offices that include:

- energy certification of the building (energy class "A");
- monthly monitoring of specific energy and water consumption, thanks to the installation of partial meters that permit to measure the consumption due to different uses and the amount of energy and water coming from the different sources;
- analysis of monitored data to identify anomalies and/or actions to improve environmental performance.

To reduce water consumption, in addition to the rainwater recovery system, there are water-reduction systems in the toilets consisting of electronic taps with photocell sensors, which automatically interrupt the flow of water when your hands are removed from the tap.

Electricity consumption

Regarding electricity consumption, an important improvement objective has been undertaken for the coming years, the purchase of electric energy produced exclusively from renewable sources.

In 2019 EFSA signed a contract for the supply of electricity with "green option" for the purchase of electricity only produced from renewable sources.

The contract provides for EFSA to request the supply of electricity produced from renewable sources at the time of the issuance of the service request. The contract was activated in relation to an environmental target which requires that by 2022 all electricity used in EFSA must totally come from renewable sources. Ahead of the forecast, a request for electricity from only renewable sources has already been made by 2020. Through the use of electricity from renewable sources, the

environmental impact of the greenhouse effect from CO2 generated by the production of electricity through fuel sources has been eliminated.

Internal communication on environmental performance

For the next years EFSA has an environmental objective consisting in a communication campaign to raise awareness among EFSA staff on environmental sustainability issues and to encourage the adoption of behaviours that help reduce impacts, especially those related to energy and water consumption.

Staff will be informed about EFSA's environmental performance and improvement actions that can be adopted to reduce environmental impacts.

Green events

Another very important environmental improvement action regards the planning and organisation of events according to sustainable criteria to minimize negative impacts on the environment.

The aim is to find best practices for organizing green events and to identify the kind of EFSA events to which the best practices identified are to apply.

The reference model containing the list of best practices to be applied to different types of EFSA events has also been developed.

In parallel to this, there will be an effort to increase digital events instead of physical ones.

Annex VII. Building policy

1. Current building

Table 49. Current building.

#	Building Name and type	Location	SURFACE AREA (in m²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	Non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause	Conditions attached to the breakout clause	
									Y/N	(if applicable)	
1	EFSA seat	Parma	14,200	13,300	27,500	EFSA seat was acquired on 19.12.2011	NA	NA	NA	NA	NO
2	EFSA representative office	Brussels	36	NA	36	36,307, all services included	1 year	Renewable	NA	NA	NO
3	Shared Services Office	Brussels	54	NA	54	45,674, all services included	4 years	Renewable	NA	NA	NO
TOTAL			**14,290**	**13,300**	**27,590**	**81,981**					

2. Building projects in the planning phase

EFSA is evaluating the opportunity to modify the plans of the building in order to implement the new hybrid modality of work (onsite and homeworking). This will involve the creation of zones to increase collaboration and zones that allow to participate in videocalls in a quiet and confidential manner.

3. Building projects submitted to the European Parliament and the Council

Not applicable.

Annex VIII. Privileges and immunities

Table 50. Privileges and immunities.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities/diplomatic status	Education/day care
In the seat agreement, the Italian government committed to applying to the authority the privileges and immunities provided for in the Protocol on the Privileges and Immunities of the European Communities, signed in Brussels on 8 April 1965	The executive director of the authority and members of the senior management team, their spouses and dependent family members are granted the privileges and immunities, facilities and concessions that are granted by the Italian government to members of equivalent rank in the diplomatic corps in Italy	
The authority, its assets and funds, wherever they may be, are immune — during the performance of their official activities — from any form of legal proceedings and are not the subject of any administrative or legal measure of constraint	Staff are exempt from national taxes on salaries, wages and emoluments paid by the authority	
The premises and the buildings used by the authority, as well as the archives, are inviolable	Staff are immune from legal proceedings in respect of acts performed by them in the exercise of their official duties	
The authority, its funds, assets and income are, within the limits of their official activities, exempt from all the taxes and direct duties due to the state, regions, provinces and municipalities	Staff are, in respect of exchange regulations, accorded the same facilities as those accorded to officials of equal rank on foreign diplomatic missions in Italy and receive the same assistance with repatriation as is granted to diplomats in the event of international crises	
The authority is exempt from VAT for substantial purchases of goods and services relating to its official tasks and the exercise of its duties	Staff benefit, within a period of 2 years starting from the official move of the authority to its permanent seat or appointment by the authority, whichever is later, from a tax installation benefit — VAT exemption — on the purchase of furniture and other household goods necessary for their installation	
The authority is exempt from any customs duty, tax, prohibition or restriction on goods of any type imported or exported in the exercise of its own official activities	Members of staff who are not permanent residents in Italy on taking up their functions with the authority, or staff members employed by the authority prior to the move to Parma, may acquire one motor vehicle duty and tax free during their period of residence in Italy; the vehicle is registered in a special series	
The authority is exempt from taxes, duties and any other fees, as well as from any prohibition or restriction on importing vehicles intended 'for official activities' and on the relevant spare parts		

Annex IX. Evaluations

Evaluations (ex-ante and ex-post) encompass an assessment of initiatives according to a defined set of parameters, providing a solid evidence base to drive decisions and contribute to optimising the use of resources to ensure efficiency, effectiveness and the best value for taxpayers' money.

EFSA's, follows the EU "Better Regulation framework" and the "Agencies handbook on evaluations", and includes: a) external (third party) evaluation of EFSA as described in its Founding Regulation; b) external (third party) evaluations for areas of work which entail significant spending and/or organisational implications, whether individual (e.g. project) or cluster (e.g. EFSA strategy) activities; c) internal evaluations for EFSA's "development" activities (projects), covered ex-ante by charters and ex-post by project closing reports.

The result of the third external evaluation of EFSA, delivered in 2018, together with the recommendations received in 2018 and 2019, by the two additional external evaluations(one ex post for the STEP 2018 project and one mid-term on EFSA Strategy 2020 implementation, fed the definition of the EFSA Strategy 2027, and its Implementation plan and the revised Performance Framework. The next external evaluation, to be carried out by the EC, is planned to be finalised by March 2026.

Ad hoc third party evaluations are envisioned to take place in 2023 for the four programmes (in part or fully) that will close in 2022, i.e. EMP, RAMPRO, IMP and ART.

Follow-up actions and recommendations from internal evaluations (ex-ante project charters and ex-post project closing reports) as well as external evaluations are captured in EFSA's continuous Plan-Do-Check-Act cycle.

Annex X. Strategy for the organisational management and internal control systems

Internal Control Framework monitoring criteria

EFSA's Internal Control Framework is designed to provide reasonable assurance regarding the achievement of five objectives set out in Article 30 of the EFSA financial regulation: (i) effectiveness, efficiency and economy of operations; (ii) reliability of reporting; (iii) safeguarding of assets and information; (iv) prevention, detection, correction and follow-up of fraud and irregularities; and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. This framework supplements the financial regulation and other applicable rules and regulations to align EFSA's Internal Control Framework with the principles set out by the Commission. The Internal Control Framework consists of five internal control components and 17 principles based on the COSO international standard. The internal control framework monitoring criteria will be reviewed in 2022 in view of the new EFSA Strategy 2027, new process architecture and new organisational design.

Table 51. Internal control framework monitoring criteria.

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2020	ACTUAL 2021	TARGET 2022
Control environment				
1. EFSA demonstrates a commitment to integrity and ethical values.	% of EFSA staff participating in mandatory training on ethics and integrity.	100%	Tbd	100%
	% of experts with approved annual declaration of interest before first meeting invitation.	100%	Tbd	100%
2. The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control through the Audit Committee monitoring assurance activities, audit results and the outcome of the Discharge procedure.	European Court of Auditors clean audit opinions on reliability of accounts and legality & regularity.	Yes	Tbd	Yes
	New 'critical' and 'very important' audit findings issued by the European Court of Auditors and the Internal Audit Services during reporting year.	5	Tbd	< 5
	Outstanding 'critical' and 'very important' audit recommendations implemented within agreed timelines as per follow-up reports.	Implementation recommendations on track	Tbd	Implementation recommendations on track

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2020	ACTUAL 2021	TARGET 2022
	Discharge granted and discharge recommendations on track.	Implementation recommendations on track	Tbd	Implementation recommendations on track
3. Management establishes, with oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives.	EFSA defined its accountability framework based on the following four building blocks: governance and decision-making, results-based management, quality & continuous improvement and assurance management.	Roll out framework on track	Tbd	Roll out framework on track
4. EFSA demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.	EFSA created the Expertise Management Programme (EMP) developing a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts to benefit from the best expertise available.	EMP Programme on track	Tbd	EMP Programme on track
5. EFSA holds individuals accountable for their internal control responsibilities in the pursuit of objectives.	Staff engagement survey: EFSA is accountable for its actions (%)	65%	Tbd	65%
Risk assessment				
6. EFSA specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.	EFSA's performance management translates strategic objectives into concrete activities and performance objectives captured into an annual work programme.	Yes	Tbd	Yes
7. EFSA identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.	Risk management is embedded in the process management methodology and integrated into EFSA's annual planning cycle.	Yes	Tbd	Yes
8.EFSA considers the potential for fraud in assessing risks to the achievement of objectives.	EFSA has an up to date anti-fraud strategy in accordance with the European Anti-Fraud Office methodology and guidance.	Yes	Tbd	Yes
9.EFSA identifies and assesses changes that could significantly impact the internal control system.	EFSA's activities are designed into processes following the EFSA process architecture and documented in process charters updated by the respective process owners according to EFSA's process management methodology.	Yes	Tbd	Yes

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2020	ACTUAL 2021	TARGET 2022
Control activities				
10.EFSA selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.	EFSA has a Business Continuity Plan supported by an updated Business Impact Analysis defining dependencies and recovery time objectives for IT systems.	Yes	Tbd	Yes
11. EFSA selects and develops general control activities over technology to support the achievement of objectives.	A Disaster Recovery Plan is designed, with cloud services to serve as disaster recovery infrastructure and disaster recovery systems replicated in a remote site.	Yes	Tbd	Yes
12. EFSA deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.	Number of non-conformities/financial & non-financial exceptions/respective financial impact.	Less than 120/less than 90/no more than EUR 150.000	Tbd	Less than 120/less than 90/no more than EUR 150.000
	External evaluation performed as per Founding Regulation and implementation Management Board recommendations on track.	Yes	Tbd	Yes
Information and communication				
13. EFSA obtains or generates and uses relevant quality information to support the functioning of internal control.	EFSA's management assurance includes the information management pillar dealing with information security, records management and data protection.	Yes	Tbd	Yes
14. EFSA internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.	Internal Control Monitoring Criteria are incorporated into the Programming Document and differentiated from performance indicators	Yes	Tbd	Yes
15. EFSA communicates with external parties about matters affecting the functioning of internal control.	EFSA publishes its Annual Report with a dedicated chapter on the outcome and achievements of Management Assurance activities in EFSA.	Yes	Tbd	Yes

INTERNAL CONTROL PRINCIPLE	MONITORING CRITERIA	BASELINE 2020	ACTUAL 2021	TARGET 2022
Monitoring activities				
16. EFSA selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.	The planning of Assurance activities, including the respective control assessments, is based on the priorities defined by the Assurance Council and included in EFSA's annual work plan.	Yes	Tbd	Yes
17. EFSA assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Management Board, as appropriate.	The results of the assessments of the internal control system defined within the 10 Assurance Pillars are reviewed and endorsed by the Assurance Council and reported in the EFSA Assurance Report.	Yes	Tbd	Yes

Risk management at EFSA

Risk management is a continuous, proactive and systematic process of identifying, assessing and managing risks that could affect the execution of EFSA's activities and the achievement of its objectives. The intensity of mitigating actions and controls should be proportionate to the significance of the risk. As part of EFSA's planning cycle, risks and mitigating actions are identified at the process level and captured in the EPA process templates. The critical and cross-cutting risks that could potentially impact the achievement of EFSA's objectives, and respective mitigating actions and controls that reduce the risks to acceptable levels, are outlined in the table below.

Table 52. Risks and mitigating actions.

Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
SO1 to SO3 *All EPA processes*	**Transparency Regulation** Inadequate preparation to meet the expectation and obligation to deliver within legal deadlines the Transparency Regulation aiming at more transparency and sustainability, more reliability and independence of studies, better governance, and more effective risk communication.	3 - Moderate	4 - Severe	The ART programme prepares EFSA for the Transparency Regulation, closing critical gaps and leaning all EFSA core and enabling processes. ART will design and implement measures focusing on: (i) Science, scientific risk assessment processes and procedures that need to change; (ii) Support, the development and optimisation of transactional processes supporting risk assessment; (iii) Communication, the revision of all consultation and engagement activities with stakeholders; (iv) Organisational Design, ensuring an organisation fitting the new processes.	1. Risks related to the external environment

Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
SO3 *11.4 Competing Interest Management*	**Independence** Inadequate conflict of interest management for staff and experts may lead to the involvement of staff and experts in a potential conflict of interest situation, which may - in reality or perception - affect their independence and influences their opinion.	3 - Moderate	3 - Serious	The EFSA Independence Policy provides a clear framework for the way in which the Authority manages the interests of its scientific experts and others with whom it works in the course of its activities. There are processes and guidelines that detail how to declare, assess and publish relevant interests. A committee on conflict of interest advises on issues related to competing interests. A mandatory training on ethics and integrity is in place. Annual compliance and veracity checks are carried out by EFSA on a sample of declarations of interest.	3. Risks related to people and the organisation
SO2 and SO3 *11. Staff and Expert Management*	**Scientific Expertise** Inadequate selection and/or talent management of scientific experts and staff may lead to incorrect scientific outputs due to a lack of required competences and expertise.	3 - Moderate	3 - Serious	Within the Expertise Management programme (EMP), EFSA developed a comprehensive approach to coordinate planning, sourcing, selection and competency management for staff and experts. There are guidelines to govern the process of selection of external experts. There is an external review of the evaluation of experts for panel renewal. EFSA staff policies and guidelines are laid down in respective implementing rules and serve as terms of reference for all actions and decisions regarding human resources management.	3. Risks related to people and the organisation
SO3 *12.4 Security Management*	**Information Management** Due to insufficient awareness or incorrect classification of sensitive information, there is a risk for leakage of information leading to unauthorised disclosure of information or breach of GDPR.	2 - Low	3 - Serious	The Information Management Programme (IMP) coordinates all projects related to EFSA's information at 360 degrees from information collection and (co)creation, to information classification and registration, from data analysis and data reporting to information sharing and re-use. The Information Security Policy details EFSA's approach to information security management. EFSA organises dedicated trainings on Information Security awareness.	2. Risks related to planning, processes and systems

Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
	IT Security Due to the everchanging cyber-security landscape, there is a risk of external cyber-attacks leading to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR and consequently reputational damage.	2 - Low	3 - Serious	EFSA's business continuity plan is based on a business impact analysis defining dependencies and recovery times for IT systems. The business continuity project fully implemented the IT disaster recovery solutions documented in the disaster recovery plan.	2. Risks related to planning, processes and systems
SO3 *10 Grants, Procurement and Contract Management*	**Grants & Procurement** Inadequate grants and procurement management may lead to noncompliant grants and procurement procedures and/or failure to obtain value for money.	2 - Low	2 - Significant	EFSA grants and procurement policies and guidelines are defined and serve as terms of reference for all actions and decisions regarding grants and procurement management. EFSA organises dedicated trainings on grants and procurement processes. Control activities are in place for grant agreements, procurement procedures and mass payments. Annual financial, legality and regularity audits are performed by the European Court of Auditors.	4. Risks related to legality and regularity aspects
SO3 *All EPA processes*	**Fraud consideration** EFSA considers possible incentives, pressures, opportunities and attitudes which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption.	2 - Low	2 - Significant	EFSA set up and implemented measures to counter fraud and any illegal activities affecting the interests of the EFSA by putting in place a sound anti-fraud strategy and implementing rules to improve the prevention, detection and conditions for investigating fraud, and to set out reparation and deterrence actions, with proportionate and dissuasive measures.	4. Risks related to legality and regularity aspects
SO1 to SO3 *All EPA processes*	**BREXIT** Due to the uncertainties related to Brexit, EFSA may need to adapt its policies, procedures, systems and budget to reflect the UK withdrawal from their decision-making bodies and stakeholders, which may have a negative impact on operations and lead to financial risk.	4 - High	2 - Significant	EFSA prepared for the UK withdrawal and identified the areas of EFSA's operations likely to be affected by Brexit, analysed the related consequences and prepared an action plan to account for the fact that the UK will become a third country. The action plan covers staff, scientific experts, regulated products, data collection, grants and procurement, IT systems and is based on the advice gathered from the European Commission and the Network of Agencies.	1. Risks related to the external environment

Objective	Risk Description	Likelihood [1 – 5]	Impact [1 – 5]	Mitigating actions	Risk type
SO1 to SO3 *All EPA processes*	**SARS-COVID-2** The uncertainties related to COVID-19 disrupt normal operational activities forcing EFSA to adapt its working arrangements having an impact on operations, budget execution and work programme implementation.	4 - High	3 - Serious	EFSA carefully monitors the developments and prepared an assessment on the impact of the changing context on EFSA's operations and EFSA's corporate services including people, building, services and health preparing scenarios for prioritizing tasks and return to the office.	1. Risks related to the external environment

Annex XI. Plan for grant, contribution and service-level agreements

Table 53. Plan for grant, contribution and service-level agreements

	General information[75]					Financial and HR impacts				
	Actual or expected date of signature	**Total amount**	**Duration**	**Counterpart**	**Short description**		**N**	**N+1**	**N+2**	**N+3**
Contribution agreements										
1.2019/405-828	01/06/2019	750,000	3 years	European Commission	Preparatory measures for the participation of the candidate and the potential candidate countries in the work of EFSA	Amount				
						Number of CAs				
						Number of SNEs	1	1	1	1
Total contribution agreements: 1						Amount				
						Number of CAs				
						Number of SNEs	1	1	1	1
Service-level agreements										
Total service-level agreement agreements: 0						Amount				
						Number of CAs				
						Number of SNEs				
Grants										
Total grants:0						Amount				
						Number of CAs				
						Number of SNEs				
TOTAL						**Amount**				
						Number of CAs				
						Number of SNEs	**1**	**1**	**1**	**1**

[75] For ongoing agreements please provide the requested general information. For expected agreements, please provide the information available. When the information is not known, please put "not known".

Annex XII. Work programme for grants and operational procurements for 2022

1. Operational sourcing by strategic objective

Table 54. Operational sourcing by SO.

Strategic objective	Indicative 2022 budget
SO1 — Deliver trustworthy scientific advice and communication of risks from farm to fork	**EUR 11,635,240**
Main areas	
Generating, collecting, collating, synthesising, and analysing evidence supporting preparatory work for evidence-based scientific assessment at EFSA, including literature review in the areas of animal health and welfare, plant health, biological hazards, contaminants, pesticides, novel foods	
Implementation of tasking grant for high-risk plants	
Expert assistance in drafting the One Health Zoonoses report, TSE EU Summary Reports, other EU summary reports, including analysis of antimicrobial resistance (AMR) data	
Tasking grant on priority pest	
Tasking grant to support risk assessments in the area of contaminants in food and feed	
Call for expression of interest in the areas of residue Activities, approval of active substances, novel foods, nutrient sources, feed additive applications, GMO, Animal and plant Health	
Support for Flavourings Re-evaluation	
Support for Food contact materials (FCM)	
Support for food additives re-evaluations	
Support for safety evaluation of food enzymes	
Implementation of tasking grant for approval of active substances of pesticides	
Activities relating to the assessment of GMO applications (statistical & toxicological support and literature searches)	
Support for preparatory work in the area of novel foods	
GMO applications sequencing quality check	
Expert support and literature review in assessing feed additive dossiers	
Development of integrated communication campaigns and development of multimedia and online communications- related services as stand-alone products	
Development of static & interactive information and storytelling products	
EFSA Journal	
Experts meeting costs	

Strategic objective	Indicative 2022 budget
SO2 —_Ensure preparedness for future risk analysis needs	**EUR 43,746,751**
Main areas	
Framework to integrating New Approach Methodologies (NAMs) and traditional evidence	
New approach methodologies for RA of chemicals in food	
Focal point agreements with EU/EEA Member States	
Partnering grants	
Fellowship programme	
Capacity Building	
Relationship Management Project ART	
Specialised training courses on certain aspects of food safety RA	
Implementation of artificial intelligence approaches	
Use of AI to predict clastogenic compounds	
Identification of emerging risks – food supplements RAMPRO	
Plant Health emerging risks identification	
Environmental scan	
Procurement on Xylella vectors	
Support for Arthropod vectors	
Wild life surveillance	
Benchmark Dose Model (BMD)	
Predicting ciguatera risk in fish - climate change	
Food and feed from tomorrow's oceans	
Critical appraisal tools - human observation epiderm studies	
Water in food processing	
SIGMA 2.0	
Allergenicity of GM plants	
Exploring in silico/vitro tools & develop novel strategy	
Refinement of the RA method for Open Reading Frames	
Feed classification system and feed consumption database	
Emerging Risks Analysis Platform	
Thyroid disruption in wild mammals and amphibians	
Monitoring and surveillance data for chemicals	
Comparative multi-omics study	
SPIDO: Science studies	
Inter-human variability in toxicodynamics	
Develop adverse outcome pathways (AOPs) for EDs	
EU Menu	

Strategic objective	Indicative 2022 budget
Creation of Open Access EU Food Composition Database	
Data collection and analysis on animal disease outbreaks	
Integrating new approaches in chemical risk assessment	
Joint research for evidence-based risk comms (microplastics)	
Library management services	
Consultancy costs relating to the projects	
Institutional and stakeholders' relations	
Experts meeting costs	
SO 3 - Empower people and ensure organisational agility	**EUR 10,991,989**
Main areas	
Technical support for operational IT systems	
Consultancy costs related to EFSA Programmes	
Consultancy costs relating to quality management	
Logistical support for experts' meetings and missions	
Design and rollout of multi-actor engagement plans	
Translations	

2. Science programme: procurements and grants

Introduction

The relevant EU regulations that govern EFSA's public procurement and grants procedures are, in particular as follows.

- Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU Euratom) No 966/2012.
- Article 110(1) of the financial regulation states that: 'A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in the case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2) of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71'. Article 110(2) states that: 'The financing decision shall at the same time constitute the annual or multiannual work programme and shall be adopted'. In addition, it states that 'the work programme shall be published on the website of the Union institution concerned immediately after its adoption and before its implementation.' Article 110(3) states that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement.

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002, amended by Regulation (EU) 2019/1381 of the European Parliament and of the Council of 20 June

2019 on the transparency and sustainability of the EU risk assessment in the food chain, laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as 'EFSA's founding regulation'.

The following refer specifically to grants.

- Article 36 of EFSA's founding regulation.
- Commission Regulation (EC) No 2230/2004 of 23 December 2004 laying down detailed rules for the implementation of EFSA's founding regulation concerning the network of organisations operating in the fields within the European Food Safety Authority's mission. In particular, Article 5(2) envisages that financial support for tasks entrusted to organisations on the Article 36 list shall take the form of subsidies awarded in accordance with EFSA's financial regulation and implementing rules.

Budget line: 3210

Tasks to be entrusted, objectives to be achieved, priority areas and results to be expected

Scientific cooperation between EFSA and Member States is a key priority for EFSA as it helps support the development of RA capacity within the Authority's remit by building on scientific expertise in Member States. To ensure the contribution of organisations from Member States and non-EU countries in the carrying out of scientific cooperation projects EFSA has implemented grant and procurement schemes.

The 2022 work programme on science grants and procurements will be directly linked to the EFSA strategy 2027, implementing its strategic objectives.

Forms of grants to be used by EFSA:

Financing not linked to the costs

Art. 125.1.a of the Financial Regulation 2018/1046 introduced a new form of grant:

- Financing not linked to the costs of the relevant operations based on:
  - i. Fulfilment of conditions set out in sector-specific rules of Commission decisions; or
  - ii. Achievement of results measured by reference to previously set milestones or through performance indicators
- According to Art. 180 (3) of the FR, the following principles and requirements are NOT applicable to this form of grants: article 190 (co-financing);
- article 191(3) (non-cumulative);
- Art. 192(3)(d) no-profit principle is NOT applicable
- article 182 (need of estimated budget);
- article 186(2) (grant cannot exceed the eligible costs);
- article 186(3) (requirement for the costs to be eligible);
- article 186(4) (costs categories eligible for funding);
- article 203(4) (certificate on the financial statements of the action for the payments);

Other forms of grants as per Art. 125.1b, c, d, e and f:

Maximum rate of co-financing:

Up to 99 % of the eligible costs; however, the call for proposals may specify lower co-financing rates. Overall, regarding EFSA's grant schemes the following co-financing rates are applicable[76]:

- specific Article 36 grants — usually 90 % of the project's eligible costs;

[76] The indicated co-financing rates are subject to modifications based on EFSA's decision

- thematic grants — usually. 50 % of the project's eligible costs;
- partnering projects —usually. 50 % of the project's eligible costs;
- tasking grants —usually 90 % of the project's eligible costs;
- for wider scope and long-term cooperation projects with Article 36 organisations mainly under a framework partnership agreement (FPA) –usually 90% of the project eligible costs;
- focal point grant agreements — the co-financing rate of 70 % is already embedded in the lump sum;

Eligibility and exclusion criteria

- **For all forms of grants.**

  Applicants must be on the Article 36 list adopted by the EFSA MB on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in Commission Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Articles 136 to 140 and Article 141 of the financial regulation and as listed in the EFSA guidance for tenderers available on the EFSA website.

- **For procurement.**

  The rules for participating in EFSA's procurement procedures are detailed in the EFSA guidance for tenderers available on the EFSA website. Tenderers shall not be in one of the exclusion situations referred to in Articles 136 to 140 and Article 141 of the financial regulation.

Selection and award criteria

The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are two sets of selection criteria to be assessed:

- economic and financial capacity (e.g. annual turnover);
- technical and professional capacity.

The proposals/tenders that meet the selection criteria and are compliant with the call specifications will be evaluated against the award criteria indicated in each call. In general, in each call there is an assessment of quality and price (budget in case of grants). Below are examples of the most frequently used award criteria:

1. the methodology proposed for implementation (convincing justification and step-by-step explanation of the methodology);
2. the proposed project organisation and management by the applicant/tenderer (clarity of organisation of project into work packages, clear and detailed information on the distribution of the tasks among the project team);
3. the proposed risk management approach (risk identifications and proposed mitigating actions);
4. measures proposed to meet deadlines;
5. measures proposed to guarantee the quality of deliverables (special additional measures for quality assurance proposed for this particular project);
6. the cost-effectiveness of the estimated budget (in case of grants that are not concluded according to Art. 125.1.a – financing not linked to costs) or the price (in case of procurement).

Importantly, each call will specify in detail all the award criteria.

Monitoring the added value of science programme implementation

KPIs for measuring the impact of the science programme in 2022 is defined within the new performance monitoring framework of the Strategy 2027.

Indicative amounts available for calls for proposals/tenders for 2022 and indicative list of scientific activities to be outsourced

The indicative budget of EUR 40 million for scientific projects in 2022 is higher than the 2021 budget of EUR 23.4 million and the 2020 budget of EUR 11.5 million for scientific activities. The scientific activities to be outsourced in 2022 will ensure the continuation of the projects initiated in 2021 and will comprise new initiatives directly linked to the implementation of EFSA's Strategy 2027. and to EFSA's entry into force of the Transparency Regulation in 2021. During 2021 the indicative list of scientific activities to be outsourced in 2022 will be defined.

3. Communication programme

For the basic act and legislation, eligibility, exclusion, selection and award criteria see Section 2 of this annex, 'Science programme — procurements and grants'.

Budget lines: 3410, 3420, 3520

Indicative amounts available for calls for tenders for 2022 and indicative list of operational activities to be outsourced

The indicative budget of EUR 9.5 million for the communication programme in 2022 in support of EFSA's Strategy 2022 will, as an indication, cover processes and projects such as communications content development, content dissemination, EFSA Journal, social media, social science, media relations, institutional and stakeholder relations, organisation of communication events relating to specific scientific topics and the EU Agencies Network. During 2021 the indicative list of activities to be outsourced in 2022 will be defined.

4. Operational support

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see Section 2 of this annex 'Science programme — procurements and grants.

Budget lines: 3500, 3501, 3511, 3512, 3514, 3515,3530

Indicative amounts available for calls for tenders for 2022 and indicative list of operational activities to be outsourced

The indicative budget of EUR 16.4 million for operational support in 2022 in support of EFSA's SOs 1-2 and 3, as an indication, will cover logistical support for meetings, operational IT system running costs, various business transformation projects, consultancy costs relating to quality management, consultancy costs related to the Programmes, strategy support and library management services. During 2021 the indicative list of activities to be outsourced in 2022 will be defined.

General provisions

Synergies with interagency and interinstitutional procurements

EFSA is systematically exploring possibilities to join interinstitutional contracts and to share resources by launching or joining interagency calls.

Indicative schedule of calls for proposals and of calls for tenders for 2022

It is expected that the majority of the calls will be launched during the first half of 2022. Potential applicants/tenderers are invited to visit the EFSA website to see the list with the forthcoming calls for tenders (procurement) and calls for proposals (grants).

Annex XIII. Strategy for cooperation with third countries and/or international organisations

EFSA's strategy for cooperation with third countries and / or international organisations is aimed at reaching the following objectives:

1) provide scientific and technical support to the EC to meet its international commitments and to promote a coherent European voice;

2) widen EFSA's evidence base and optimise access to data;

3) increase international scientific assessment capacity and knowledge community;

4) contribute to international efforts aimed at development, validation, implementation and harmonisation of methodologies, tools and approaches in risk assessment and risk communication; and

5) increase EFSA's visibility and reputation as a competent and innovative regulatory risk assessment agency operating at international level.

The strategy takes into account the common global challenges that risk assessment bodies with a similar remit to EFSA need to address, such as limited risk assessment capacity and experience, budget constraints, scientific competence and independence issues. It also aims to boost EFSA's recognition and reputation globally as the EU reference point for risk assessment in food and feed safety, animal health and welfare, nutrition, plant protection and plant health.

Central to this approach is regular contact between EFSA and DG SANTE with two meetings per year dedicated to updating colleagues in Unit D1 on bilateral and multilateral activities with third countries and international organisations. These meetings also offer the opportunity for EFSA to agree with the EC ongoing and new contacts with third countries and / or international organisations.

Before the meeting, EFSA provides a short-written summary of its activities as part of the agenda planning which focusses, *inter alia*, on activities with US and Canadian partners; cooperation agreements; contact with other bilateral and multilateral partners; International liaison groups and EFSA's support to requests from the EC on CODEX activities.

Following the meetings, EFSA prepares a summary of the key discussion points and actions points, ahead of a review by DG SANTE.

EFSA's External Engagement Team (EEET) coordinates international cooperation activities to ensure the sharing of information, offers a single liaison contact point for EFSA's scientific units, international partners, as well as DG SANTE, and provides support to EFSA senior management for international cooperation activities.

EFSA uses a variety of tools to support its activities. Contacts are built or maintained through regular exchanges with international partners via email, telephone, and various software applications., Such activity increases ahead of the many virtual meetings that take place, as well as the delegation trips to and from EFSA that could potentially occur in a typical year.

Topic selection and agenda preparation for meetings take place in close liaison with international contact points. Action points from all meetings are monitored throughout the year to complete the tasks agreed.

Cooperation with public institutions beyond the EU, such as international organisations and competent authorities in Third Countries focuses on sharing of expertise, methodologies and data for risk assessment.

While short-term, *ad hoc* exchanges may take place within events that EFSA organises (e.g. conferences, workshops) or be initiated via existing communication channels, such as the Ask EFSA service, scientific cooperation is usually enabled through formal arrangements. Memoranda of Cooperation (MoC) or Memoranda of Understanding (MoU), for example, offer a flexible, non-legally binding, framework for scientific cooperation, providing clarity on the remit of the cooperation and

ensuring that important issues regarding the handling of confidential information and personal data are addressed upfront. They also offer the possibility for better planning of joint activities, allow the review of activities when needed and provide for transparency and visibility of the cooperation.

The establishment of such arrangements between EFSA and international organisations or organisations in Third Countries is carried out with the advice of the EC. Such coordination aims primarily at ensuring alignment with the priorities of the EC with regards to food and feed safety, citizen welfare and current policies, including foreign policy. It also aims at identifying synergies amongst the different activities of EFSA, the EC or other actors, to ensure added value and maximise the impact of cooperation.

EFSA's internal support to international cooperation activities includes a variety of meetings with science colleagues, middle and senior management and staff from ENCO aimed to gather strategic advice and knowledge to support the Agency's international cooperation activities.

EFSA will continue to engage with international organisations and third countries as part of the implementation of its holistic engagement approach with its partners and stakeholders in our "ecosystem", in close liaison with the EC, supporting scientific quality and preparedness.