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mbs201015-i1

# EFSA Performance Report P2 2020

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**Second Reporting period 2020**

**January – August 2020**



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## Legend

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



# Introduction

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

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

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

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

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

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

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

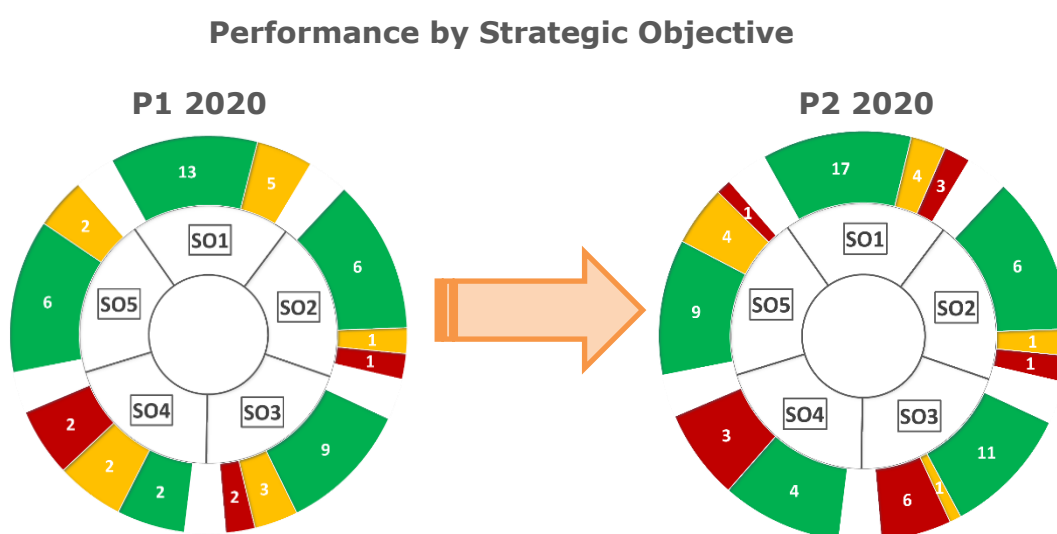
The last two months of the year are included in the Annual Activity Report presented to the Management Board in March of the subsequent year.

The present Performance Report summarises the progress achieved in the 2<sup>nd</sup> reporting period (P2), measured through the performance indicators (cumulative numbers for the period January-August 2020) and compared to the annual targets set in the EFSA Programming Document 2020-2022 and the targets for the reporting period).



# Performance at a glance

Overall, EFSA registered a slowdown of its operations between May and August, as the performance of the set of Key Performance Indicators monitored showed decreases in the majority of the 5 Strategic Objectives<sup>1</sup> (figure 1) which can be linked to the SARS-COV-2 situation:



**Figure 1.** Comparison of performance by Strategic Objective in P1 and P2

In April EFSA forecast that the SARS COV-2 would have registered an overall impact of around 15% on EFSA's productivity in 2020<sup>2</sup>. The positive results registered in P1 2020 could be explained by a "lag" between the peak of the outbreak and its impacts on EFSA's scientific production. The decrease is due to several factors, including late or reduced inputs from applicants and Members States, reduced staff availability, and reduction of efficiency observed during the adaptation phase to the "new" virtual working conditions.

EFSA registered a reduction period-on-period of its output indicators, with the weighted index being at 56% (66% in P1 2020) whilst consistently above 80% in 2019). Also, the incidence of indicators reporting a relevant deviation is increasing, to around 21% in P2 2020 (see figure 2).

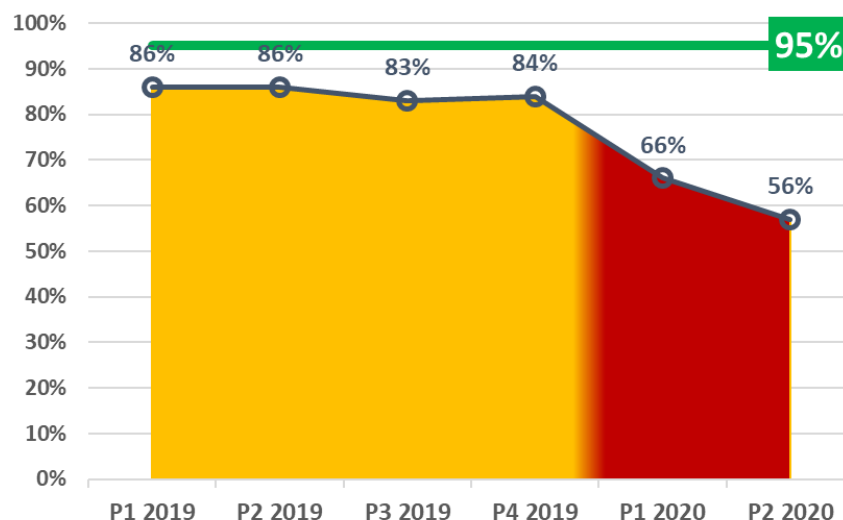
EFSA is closely monitoring the situation to ensure that the impact on its annual targets will be contained, safeguarding its core business and the preparations for the Transparency Regulation implementation.

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

<sup>2</sup> See EFSA's Impact Assessment document for more info



### Progression of % of output indicators reaching targets

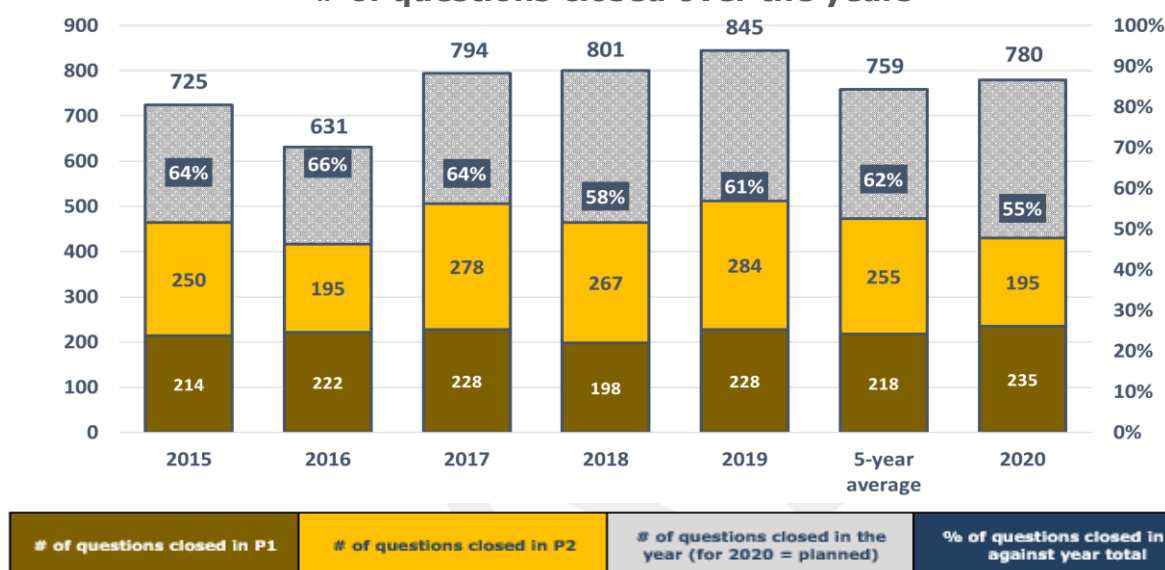


**Figure 2.** Progression of % of output indicators reaching targets (P1 2019-to date)

Looking at the performance of EFSA's operations in the P1 period, 430 questions were closed through scientific outputs, technical reports and supporting publications across all areas. This figure is slightly below the forecasted target of 486 outputs and below the historical production rate that EFSA has registered in the past five years (see figure 3). Between May and August 2020, EFSA closed 195 questions, a figure that is below past years standards. Also, only 55% of the original plan for 2020 has been finalised as of the 31<sup>st</sup> of August 2020.

Overall, the impact on scientific output and timeliness (see below) is less than 10% compared to historical values of performance.

### # of questions closed over the years



**Figure 3.** Number of questions closed in the period January-August in the years 2015-2019 and comparison with 2020 performance in the same period



The vast majority of questions (387, 90% of the total) were closed in the context of the Strategic Objective 1, with 268 questions closed in the Regulated Product area and 119 questions closed in the General Risk Assessment area.

The timeliness of adoption (% of questions with deadline in 2020 closed on time) registered a small decrease period-on-period, standing at 82.5% overall. This figure represents a deviation from the results posted in P1 2020 (86%, which was already representing a deviation from historical values) and a deviation year-on-year (it was 86% in P2 2019). As already suggested in the previous Performance Report, this decline possibly reflects some impact of the SARS-COV-2 outbreak on EFSA's operations, linked to delays due to the virtualisation of the work carried out within the units and with the scientific experts, as well as delays in receiving data from applicants.

Looking deeper into the two scientific areas of work in SO1, the timeliness of adoption in Regulated Products is at 75.9%, 4 percentage points below the results registered in P1 and about 14 percentage points below the target set at 90%, whilst the index on General Risk Assessment remained stable period-on-period (97.3% vs 98.4%).<sup>3</sup>

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

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

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

Little impact of the SARS-COV-2 pandemic was registered on the work carried out in the area of **evidence management**. The number of dashboards and data collections published is also in line with the targets set and good progresses were registered by the SIGMA project.

In the area of **Cooperation**, the overall number of cooperation activities (with EU Member States and with international partners) in the first eight months of 2020 decreased compared to the same period of 2018 and 2019, as some of the planned activities were either postponed or cancelled.

Another affected area is **Preparedness for future challenges**. The timeliness of adoption of related scientific and technical outputs was at 73.3%, below the result of P1 2020 (77.78%) and below the target of 100%. In terms of number of questions closed, in the first eight months of the year only 43% of the total number of questions planned for 2020 were closed (25 against a total of 58), down from an average of 71% registered in same period in the past two years.<sup>4</sup>

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

Moreover, EFSA is closely monitoring the progresses of its ART programme, as the implementation of the new Transparency Regulation measures that are due to start in March 2021, remains one of EFSA's priorities in 2020. Overall, the programme is reporting shortages of resources of an extent similar to the ones reported in P1 2020 and increased delays. To this end, the Programme is aiming at

<sup>3</sup> In P2 2019 Reg Pro: 83.6%, Gen RA: 91.6% (so reduction year on year of about 7 p.p. in both areas)

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



safeguarding the delivery of the mandatory activities, namely the work on Proactive Disclosure of Evidence, Confidentiality Assessment, and Notification of Studies, and these new activities are expected to start in March 2021.

Finally, in terms of financial performance, in P2 EFSA committed 73% of its annual budget, slightly below the plan (78%). The payment execution, instead, was below the targets set, especially with regards to differentiated credits (72% vs a target of 92%). This area was already affected by delays registered in several areas, such as grants & procurements, IT operational support, and scientific meetings. EFSA implemented a budget amendment, via the EC global transfer procedure, by reducing the EFSA commitment and payment budget by EUR 5.0 million, and thus expects to meet the budgetary targets at year end.





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

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

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

### 1.1 Fit-for-purpose scientific production

Overall in P2 2020, in the areas of general risk assessment and regulated products evaluation EFSA closed 387 questions through scientific outputs, technical reports, and external reports, a result that is below the forecasted plan for the period (431 questions to be closed) and below the result registered in P2 2019 (554 questions closed).

The timeliness of adoption in the Strategic Objective 1 was at 82.5%, a decrease of about 3 percentage points period-on-period (it was 85.7% in P1 2020), as well as compared to the results achieved in the same period of the last two years 85.4% in P2 2019 and 85.6% in P2 2018).

#### 1.1.1 General risk assessment

In the area of general risk assessment, EFSA closed 119 questions, less than the forecast of 162 questions for this period (see table 1). This discrepancy between actuals and plan is almost exclusively explained by the decision of EFSA, in agreement with SANTE, to postpone the adoption to 2021 of about 60 questions linked to the scientific report to derive a common EU position in the Codex meeting (CCPR), since the meeting itself was cancelled.

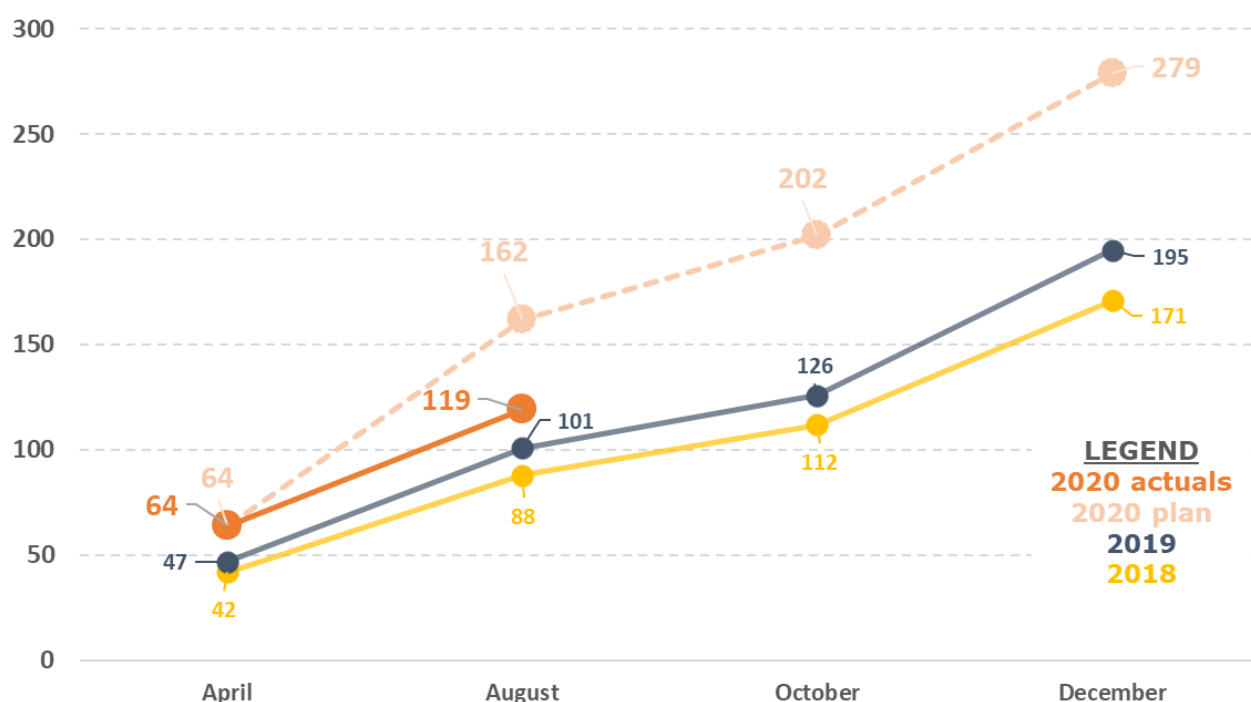
The **timeliness of adoption** was 97.3%, a figure similar to the one registered in the previous period (98.2%) that can be considered on track.



**Table 1.** Activity and outputs indicators for SO1 — General risk assessment

ACTIVITY - OUTPUT INDICATORS					
General risk assessment					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of questions delivered for scientific outputs and technical reports	265	153	109	●	41%
Proportion of scientific/technical questions adopted within deadline	100%	100%	97.3%	●	-
Number of questions delivered for 'other publications' <sup>5</sup> (external reports, event reports)	14	9	10	●	71%

### Number of questions closed in General Risk assessment (2018- P2 2020)



**Figure 4.** Number of questions closed in general risk assessment

Looking deeper in this area, the most significant production compared to their yearly plan was registered in the Animal and Plant Health area (77 questions closed, 56% of their annual plan), in the area of Evidence management (8 questions closed, 80% of their annual plan), and in the area of Genetically Modified Organisms (6 questions closed, 100% of their annual plan). Details of the work produced per food sector area in General risk assessment are shown in table 2.

<sup>5</sup> According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>



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

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

SO1 - General risk assessment			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
Animal and plant health	77	Animal Diseases	7
		Animal welfare	3
		Plant Health	67
Biological hazards and contaminants	20	AMR	1
		Contaminants in Food	8
		Contaminants in food and feed	1
		Food Hygiene	2
		Foodborne zoonoses	7
		Micro-organisms	1
Evidence management	8	EFSA Guidance documents	6
		Pesticides MRL Monitoring (Reg. 396/2005 - Art. 31)	2
Food Ingredients and Packaging	1	Food contact materials	1
GMO	6	GMO generic	5
		GMOs applications for renewal under Reg. 1829/2003 / Commission Implementing Regulation (EU) No 503/2013	1
Pesticide Peer Review	5	Pesticides peer review - renewal of approval	2
		Pesticides peer review - review of approval	3
Pesticide Residues	2	Pesticides MRL Request (Reg. 396/2005 - Art. 43)	2
Total questions closed in general risk assessment			119

### 1.1.2 Regulated products evaluation

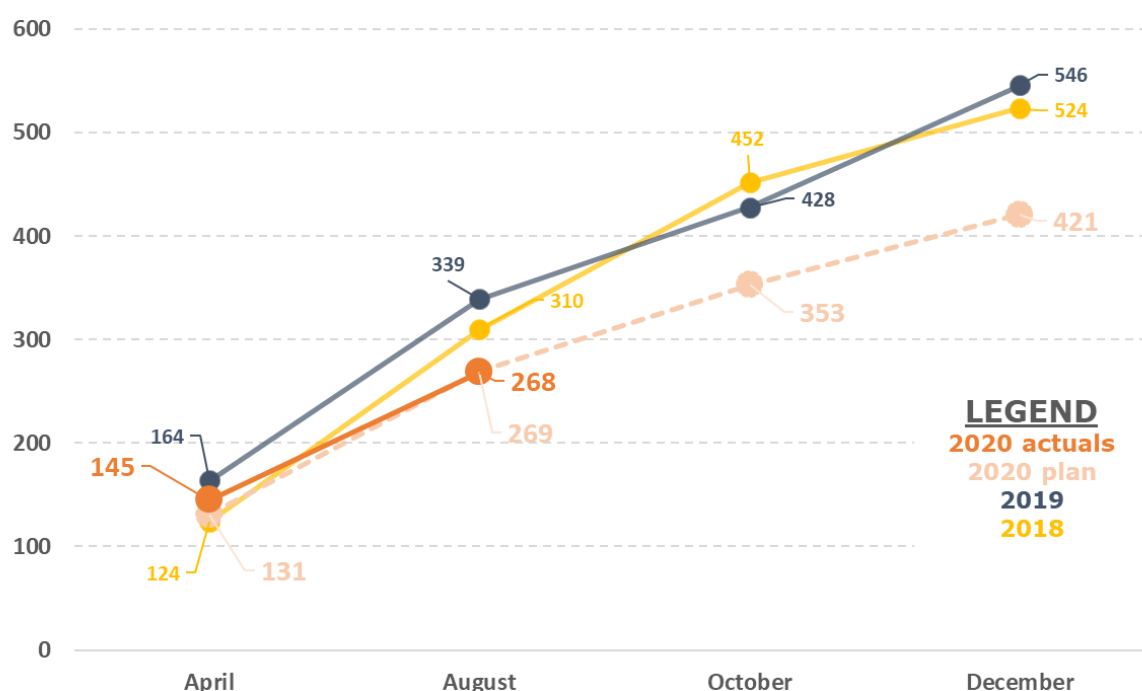
The regulated products work area has been prioritised in terms of allocation of EFSA resources to limit to the extent possible the impacts from the SARS-COV-2 outbreak. This decision has safeguarded the overall scientific production in the area, and in P2 2020 EFSA closed 268 questions through scientific outputs, technical reports and external reports, a result that is in line with the forecast of 269 questions (see table 3) even if below the P2 2019 result (339), as shown in figure 5. When looking at the percentage of the annual workplan completed, P2 2020 (64%) and P2 2019 (62%) show similar figures.



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

ACTIVITY - OUTPUT INDICATORS					
Regulated products evaluation					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of questions delivered for scientific outputs and technical reports	417	266	266	●	64%
Proportion of scientific/technical questions adopted within deadline	90%	90%	75.9%	●	-
Number of questions delivered for 'other publications' <sup>6</sup> (external reports, event reports)	4	3	2	●	50%
Number of questions in bulk evaluation <sup>7</sup> in the Pesticide Residue Unit (Art. 12 only) <sup>8</sup>	28	17	15	●	54%

### Number of questions closed in Regulated Products area (2018-P2 2020)



**Figure 5.** Number of questions closed in regulated products evaluation

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

<sup>7</sup> As of 2019 the term backlog has been substituted by "bulk evaluation" according to the agreement with RM: "High volume of questions received in a bulk, for which an evaluation plan currently exists, or needs to be defined together with the Risk Manager".

<sup>8</sup> Previously called backlog. The number of questions to be closed falling under this definition is set with the risk manager at least 25 (to be closed through reasoned opinion, statements or conclusions) every year



In terms of **timeliness of adoption**, instead, the index stood at 75.9%, registering a deviation of about 14 percentage points compared to the target of 90% and a decrease of about 5 percentage points compared to the result of the previous period, when it was 79.8%. This index is registering a decrease also when compared to data coming from P2 2019 (83.6%) and P2 2018 (82%). With the exception of the Nutrition unit and the Biocontam unit's work on regulated products delivered as planned, a deviation from the corporate target was registered in all areas.

Looking deeper in the Regulated products area, 87 questions were closed in the area of Feed additives, a number that is already higher than the number of outputs planned to be adopted in 2020 in this area. Good progresses towards the annual targets were registered also in the areas of GMO (6 questions closed, 60% of their 2020 plan) and Pesticides Peer Review where 36 questions were closed, which is already higher than the annual volume plan because they include a number of unplanned art. 31 requests, as quick wins in the period.

Despite the good results showed during the first eight months of the year in terms of questions closed, impacts of the SARS-COV-2 outbreak are still expected to affect EFSA's Regulated Products area during the course of 2020, mainly due to factors beyond EFSA's control (such as delays in the response from applicants when additional information is requested by EFSA, also due to reduced laboratories capacity and/or focus on EC priorities) or staff availability issues. Details of the work produced per food sector area are presented in table 4.

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

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

SO1 - Regulated products			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
Biological hazards and contaminants	2	Animal By-Products	2
FEED	87	Feed additives - applications	87
Food Ingredients and Packaging	73	Enzymes	14
		Flavourings	20
		Food additives	26
		Food contact materials	13
GMO	6	GMO generic	2
		GMOs applications for renewal under Reg. 1829/2003 / Commission Implementing Regulation (EU) No 503/2013	1
		GMOs applications under Reg. 1829/2003 / Commission Implementing Regulation (EU) No 503/2013	3
Nutrition	16	Health claims Art. 13/5	3
		Notification on traditional foods from third countries	2
		Novel Foods application	10
		Nutrient sources	1
Pesticide Peer Review	36	Pesticides peer review - amendment approval conditions	1
		Pesticides peer review - basic substances	8
		Pesticides peer review - confirmatory data	6
		Pesticides peer review - new active substances	6



SO1 - Regulated products			
EFSA Unit	Total per Unit	Food/feed sector area	Questions closed
		Pesticides peer review - renewal of approval	15
Pesticide Residues	46	Pesticides MRL Application (Reg. 396/2005 - Art. 10)	31
		Pesticides MRL Review (Reg.396/2005 - Art. 12)	15
Total questions closed in regulated products			268

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

**Table 5:** Regulated products - Backlog volumes <sup>9</sup>

Regulated products area	# at year start	# in P2
FEED	<b>56</b>	<b>37</b>
- Feed additives – applications	56	37
GMO	<b>1</b>	<b>1</b>
- GMO - miscellaneous	1	1
PRES	<b>41</b>	<b>26</b>
- Pesticides MRL Application (Reg. 396/2005 - Art. 10)	41	26
PREV	<b>8</b>	<b>3</b>
- Pesticides peer review – miscellaneous	8	3

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

Status	Regulated products area	# at year start	# in P2
Deadlines agreed with Risk Manager	FIP	<b>439</b>	<b>385</b>
	- Flavourings <sup>10</sup>	73	53
	- Enzymes <sup>11</sup>	238	225
	- Food additives – re-evaluation	128	107
	PRES	<b>146</b>	<b>98</b>

<sup>9</sup> The volume of the backlog at the beginning of year N is greater than the backlog at the end of year N-1 as "new" late questions are added in year N to the residual of the year N-1.

<sup>10</sup> Evaluation of flavouring substances included in the Union list with a footnote, according to Regulation (EC) 1565/2000 and Implementing Regulation (EU) 872/2012. The plan for addressing the remaining evaluations is influenced by the timing of submission of information from applicants. The number of on-going questions might be increased because of potential future FGEs (flavouring group evaluations) (confirmed only if no safety concerns are identified), or newly received requests.

<sup>11</sup> The number takes into account the questions closed for food enzymes applications until P2, and 1 additional question received as of start 2020.



Status	Regulated products area	# at year start	# in P2
	- Pesticides MRL Review (Reg. 396/2005 - Art. 12) - ex backlog	113	98
Pending Risk Manager decision	NUTRI	<b>1548</b>	
	- Health Claims (Art.13.2) - botanicals	1548	1548

### 1.1.3 Increased engagement

#### Stakeholders

The process for registering new EFSA stakeholders is being carried out remotely and it has continued without disruptions, with four new stakeholder registrations completed since May. The target of this period (130) however was not reached as nine organisations were no longer eligible (as a consequence of Brexit), and this has reduced the total number of registered stakeholders to 121.

The satisfaction of EFSA' stakeholders, measured surveying the participants at the latest NGO Roundtable, was satisfactory at 90% (see table 7).

Positive numbers also from the timeliness of reply of stakeholders' and citizens' queries to EFSA, as the ASK EFSA service posted a 99% response rate within the set deadlines.

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

ACTIVITY - OUTPUT INDICATORS					
Engagement					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Total number of registered stakeholders	132	130	121	●	92%
Number of stakeholder enquiries addressed within agreed deadlines	95%	95%	99%	●	-
Percentage of positive feedback from engagement activities carried out with registered stakeholders	90%	90%	90%	●	-
Number of public consultations on EFSA outputs	21	18	19	●	90%

An important activity to foster engagement throughout the RA process are the public consultations. This activity will be strengthened once the new requirements of the Transparency Regulation will enter into force in March 2021. Looking at the current year, EFSA carried out 19 public consultations.

#### Applicants

In terms of engagement with applicants the satisfaction rate regarding EFSA scientific outputs is increased when compared with the previous measurement in 2019 (55%). The number of service catalogue activities with applicants is in line with the results registered in P2 2019 but below the target forecasted for the period. To be noted that the number reported does not include the webinars carried out in 2020.



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

ACTIVITY - OUTPUT INDICATORS					
Engagement					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Percentage of positive feedback on regulated products opinions from applicants	54%	54%	75%	●	-
Number of service catalogue activities with applicants (meetings, webinars, info sessions etc.)	127	85	62	●	50%

## 1.2 Enhanced outreach of communication

In terms of media coverage, P2 2020 continued on the trend registered in 2019, as demonstrated by the **media coverage index** (measuring the tone of media coverage mentioning EFSA), which remained in the neutral/slightly positive area, as per target (table 9).

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

KPI	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Intermediary impact:</b> Increased satisfaction of stakeholders regarding EFSA's communication tools and materials					
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles)	18 (2017)	5-25	5-25	16	●

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

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

Activity – output indicators				
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status
Number of media enquiries addressed within agreed deadlines	95%	95%	95%	●

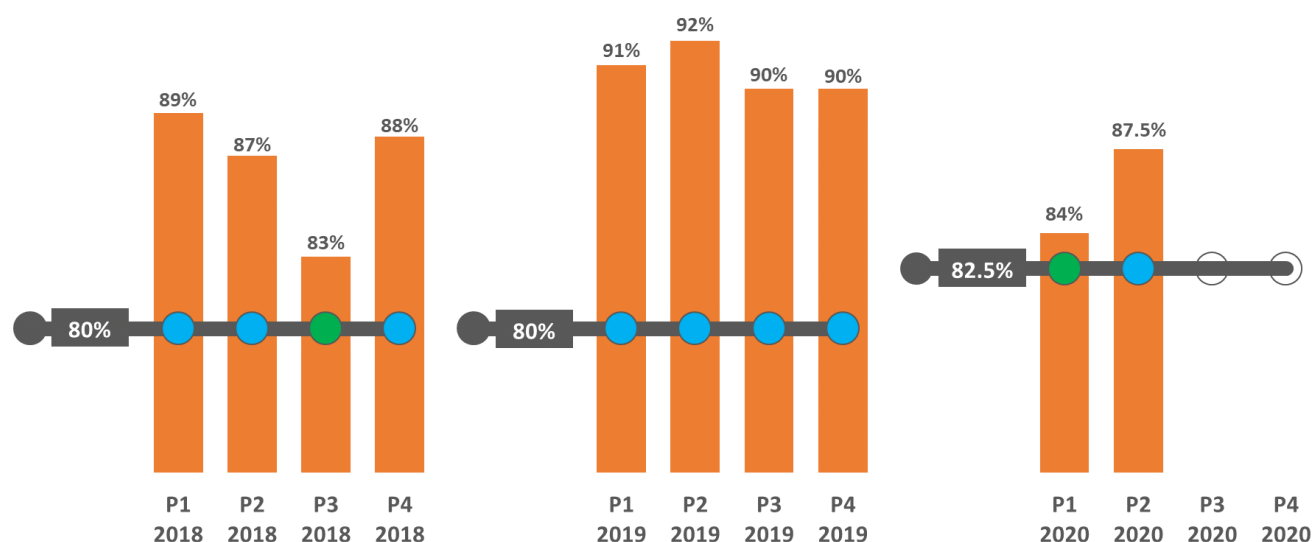
### 1.2.1 Communication of findings

In P2 2020, the publication of scientific outputs in the EFSA Journal took place within 28 working days in 87.5% of cases, a result higher than the target of 82.5% set for 2020 (see figure 6) and closer to the trend emerged in 2019, after the reduction registered in P1 2020.





## Timeliness of publication in the EFSA Journal



**Figure 6.** Timeliness of publication in the EFSA Journal

Regarding the **visibility of EFSA's scientific outputs** (table 11), the number of accesses to EFSA's outputs and the number of downloads of EFSA's outputs recovered from the moderate deviations registered in P1 and are now above the targets set for the period. Regarding the number of citations of EFSA's scientific outputs in scientific articles, the number surged to almost 50,000, doubling already the target set for the year. This sharp increase P2 reflects the inclusion of the EFSA Journal in PubMed (April 2020) but also possible delays in updating P1 citation data on bibliometric platforms due to the impact of SARS-COV-2 outbreak.

**Table 11.** Outcome indicators for SO1 — Risk Communication

KPI		Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
<b>Outcome:</b> Enhanced outreach of communication						
Impact, visibility and discoverability of EFSA's scientific outputs <sup>12</sup>	access	3,162,974 (2018)	3,619,350	2,412,900	2,618,943	●
	downloads	2,306,925 (2018)	2,940,000	1,960,000	2,300,000	●
	citations	18,347 (2018)	21,525	21,183	48,400	●

### 1.2.2 Social media presence

EFSA's **social media presence** registered overall positive results in the second quarter of 2020 (albeit lower than in P1), reflecting a general trend in increased use of social media during the current pandemic. Overall, the number of followers of the EFSA's social media accounts continued to increase, surpassing already the foreseen target for the year. Traffic to EFSA web content promoted from social media kept increasing, almost reaching the expected 2020 target. The total number of social

<sup>12</sup> Linked to the WILEY Report for EFSA Journal.



interactions reached 72,154, well above the target for the period and continuing with the positive trend registered already in P1.

**Table 12:** Outcome indicators for SO1 – Social media & online products

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
<b>Outcome:</b> Enhanced outreach of communication						
Social media effectiveness	Increase followers from social media platforms	40,742 (2016)	132,053	128,051	141,900	●
	Social interactions	14,881 (2016)	89,390	59,593	72,154	●
	Traffic to EFSA web content from social media	63,464 (2016)	73,404	48,936	71,102	●
Traffic to EFSA's web content (web metrics): number of sessions		3,184,611 (2016)	5,499,072	3,666,048	3,296,361	●
Number of subscribers to online subscription products (newsletter and alerts)		33,934 (2016)	34,740	34,625	33,963	●

The indicator that monitors the reach of the EFSA website grew less than forecasted in P2 (+1.1 million of visits, compared to the 2.2 million registered in the first four months of 2020), reaching 3.3 million of website visits. The number of subscribers to EFSA's online product remained on track (see table 12).



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

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

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

In the area of evidence management, the work continued as expected. In terms of EFSA scientific production, the number of questions closed in SO2 was higher than expected, mainly due to 6 technical reports, not included in the initial plan, related to data collections with IPA<sup>13</sup> countries in the context of the SIGMA project on data collection and analysis on animal disease outbreaks and surveillance (table 13). The timeliness is on track.

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

**Table 13:** Activity and output indicators for SO2

Activity – output indicators					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of questions delivered for scientific outputs and technical reports	3	2	8	●	267%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	11	5	4	●	36%
Number of new tools <sup>14</sup>	4	3	3	●	75%

Building on continuous efforts to improve the access to its data EFSA made available a new publicly accessible data collection published without data aggregation, bringing the total for the year to 3 (table 14). The annual target is expected to be met.

The number of users registered in the **Scientific Data Warehouse in P2 2020** is in line with the intermediate target set for P2 (450 vs 451).

The number of digital objects uploaded in the **Knowledge Junction**, a curated, open repository set up to improve transparency, reproducibility and reusability of evidence used in food and feed safety risk assessments, continued to increase.

<sup>13</sup> IPA: Instrument for pre-accession assistance (abbreviation used for the "pre-accession" countries).

<sup>14</sup> The 'Number of enhancements to operational data collections' and the 'Number of new data collections implemented' included in the *Final programming document 2018-2020* are replaced by the indicator 'Number of new tools' (e.g. exposure tools), new data collections and enhancements to existing data collections'.



**Table 14:** Outcome indicators for SO2

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Outcome:</b> Improved access to data						
Data accessibility index	Number of publicly accessible data collections published without data aggregation from EFSA	1 (2016)	9	5	3	●
	Number of data collection dashboards/aggregates published <sup>15</sup> .	11 (2017)	20	20	22	●
<b>Outcome:</b> Wider data coverage						
User statistics from the data warehouse		421 (2017)	774	450	451	●
Number of digital objects uploaded to the EFSA open repository (Open SCAIE/Knowledge Junction) <sup>16</sup>		500 (2017)	296	197	254	●

Under the Information management Programme (IMP) and in the context of the Strategic Objective 2, EFSA is also running IT projects with the aim of improving the efficiency and the capabilities in the area. The DATA Digital Objects Identifiers (DoIs) project has, after some delays in the SAS (Statistical analysis system) software upgrade, been closed.

Another project run in the context of evidence management is the one on the collection and analysis of "Whole-Genome Sequencing (WGS) data from human and food/animal isolates, which is proceeding according to the plan, as the storage and computing capacity for some areas, such as GMO plants, extended until 2020.

Finally, the SIGMA project on data collection and analysis on animal disease outbreaks and surveillance is overall running as per plan, with the launch of a request for official data submission on African Swine Fever and pig population.

<sup>15</sup> No new data collection dashboards were published, but efforts were focused on merging dashboards during this period. As a result, the total number of these available dashboards is now 22, down from the 27 reported in P1. The annual target is adapted accordingly

<sup>16</sup> Number of uploaded and curated digital objects and their increase on a yearly basis



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

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

#### 3.1 Strengthen capacity building and capacity sharing

In the Strategic Objective 3, six questions were closed in P2, against an overall yearly target of 8 questions to be closed through technical reports and external or event reports (table 15). The timeliness is on track at 100%.

**Table 15:** Activity and output indicators for SO3

Activity – output indicators					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of questions delivered for scientific outputs and technical reports	4	3	1	●	25%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	4	4	5	●	125%

In the area of **cooperation with the Member States**, the number of cooperation activities carried out between January and August 2020 was below the forecast (see table 16) and below the number of activities carried out in the same period in the past two years (35 in P2 2018; 42 in P2 2019), as the SARS-COV-2 outbreak led to postponements/cancellations of about 50% of planned activities.

The **cooperation activities with international partners** (table 16), registered a result in line with the target of the period (32) and in line with historical trends, whilst less than forecasted cooperation agreements were registered in the first eight months of the year, as some official visits were deprioritised due to the effect of the SARS-COV-2 emergency.

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



**Table 16.** Activity and output indicators for SO3 – EU and international cooperation activities

Activity and output indicators					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of MS cooperation activities (network meetings, national FP events/workshops)	80	41	20	●	25%
Number of international cooperation activities (meetings, events, missions)	50	32	32	●	64%
Number of cooperation agreements with international and third country organisations	2	1	0	●	0%

Due to the extension of the deadline for EFSA open calls, the indicators in the EU **risk-assessment agenda take-up** index (table 17) did not register any change in P2. The planned target for 2020 is expected to be met.

**Table 17.** Outcome indicators for SO3 – Risk assessment agenda take up

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
<b>Outcome:</b> Building and sharing capacity within the risk assessment community at organisational level						
Risk assessment agenda take-up index <sup>17</sup>	Number of joint projects awarded in the reported period	13	5	3	2	●
	Number of priority areas in the EU RAA covered	8	2	1	2	●
	Number of Member States that have participated in joint projects	15	8	5	2	●
	Number of partners (i.e. beneficiaries) participating in consortia	29	11	4	2	●
Number of joint activities (staff exchange, joint projects / workshops) with international partners under cooperation agreements <sup>18</sup>		5	50	33	25	●

Information sharing on planned work between EFSA and MSs continued to be carried out with a high level of participation from MS, enabling best use of available resources. Between May and August, three additional Member states shared their RA plans. No duplication of activity and no potential divergence between EFSA and Member States were detected (table 18).

<sup>17</sup> Baseline reflects the execution of 2017. The target is not an increase of 2017 baseline, but it is set according to plans.

<sup>18</sup> Activities under international scientific cooperation agreements not related to risk assessment agenda and reported under SO3 annual indicator "Number of international cooperation activities (meetings, events, missions)"



**Table 18.** Intermediary impact indicators for SO3 – Increased efficiency of risk assessment at EU and international level.

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
Intermediary impact: Increased efficiency at European and international level						
Identification of potential incidents of duplication and divergence and resolution of issues when identified within EU (development and rollout of a database for sharing MS RA activities)	Number of MS active in sharing RA information	25 (2016)	25	25	28	●
	Potential duplication identified before an activity is started	100%	100%	100%	100%	●
	Potential divergence identified before the adoption of an opinion	100%	100%	100%	100%	●
	Follow-up actions within 10 days of identification of potential duplication/divergence	100%	100%	100%	100%	●

The number of views, downloads, and citations of external scientific reports produced with the support of the scientific community registered positive results, recovering from the small deviations registered in the previous period (table 19).

**Table 19.** Impact indicators for SO3 – Outreach of supporting publications via grants & procurement

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
Intermediary impact: Increased satisfaction of MS, EU, and international partners with regards to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)						
Outreach of supporting publications on grants and procurements	Number of page visits (visibility)	213,048 (2018)	262,500	175,000	177,352	●
	Number of downloads (usage)	201,251 (2018)	241,500	161,000	174,226	●
	Number of citations (impact)	2.47 (2018)	2.84	2.79	2.81	●



## 4. Prepare for future risk assessment challenges

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

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

Overall, the number of questions closed for scientific outputs, technical reports and external publications (25) was below the predicted targets of 40 for P2 2020 (table 20), and also below the results achieved at this point in time in the past three years (see Figure 7). This performance can be attributed to the re-prioritisation of activities carried out by EFSA, in favour of general risk assessment, but also impacted by the delays registered in grant & procurements, as more than 25 deliverables (either intermediary or final) related to development projects were postponed to 2021 or had their scope reduced. The area related to emerging risk identification and emergency response was instead safeguarded. The timeliness of adoption registered a decrease period-on-period (from 78.8%).

**Table 20.** Activity and output indicators for SO4

Activity – output indicators					
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status P2	% Target 2020
Number of questions delivered for scientific outputs and technical reports	28	24	15	●	54%
Proportion of scientific/technical questions adopted within deadline	100%	100%	73.3%	●	-
Number of questions delivered for 'other publications' (external reports, event reports)	30	16	10	●	33%

The indexes on the use of EFSA's guidance documents monitored through the EFSA Journal showed the trend already registered for the other types of publications (see SO1 and SO3), with a generalised increase registered in P2 after lower-than-forecasted results in P1 (table 21). The number of registered users in the R4EU platform shows positive results (more than 1,900 users, already surpassing the target set for 2020).

**Table 21:** Impact indicators for SO4 – Preparedness, methodologies and response

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
<b>Intermediary impact:</b> Increased satisfaction of stakeholders with regards to EFSA's preparedness, methodologies and response						
Use of EFSA's guidance (access, downloads, citations)	Number of page visits (visibility)	362,409 (2018)	414,750	276,500	290,127	●
	Number of downloads (usage)	348,223 (2018)	388,500	259,000	275,264	●
	Number of citations (impact)	2.97 <sup>19</sup> (2018)	3.31	3.26	4.6	●

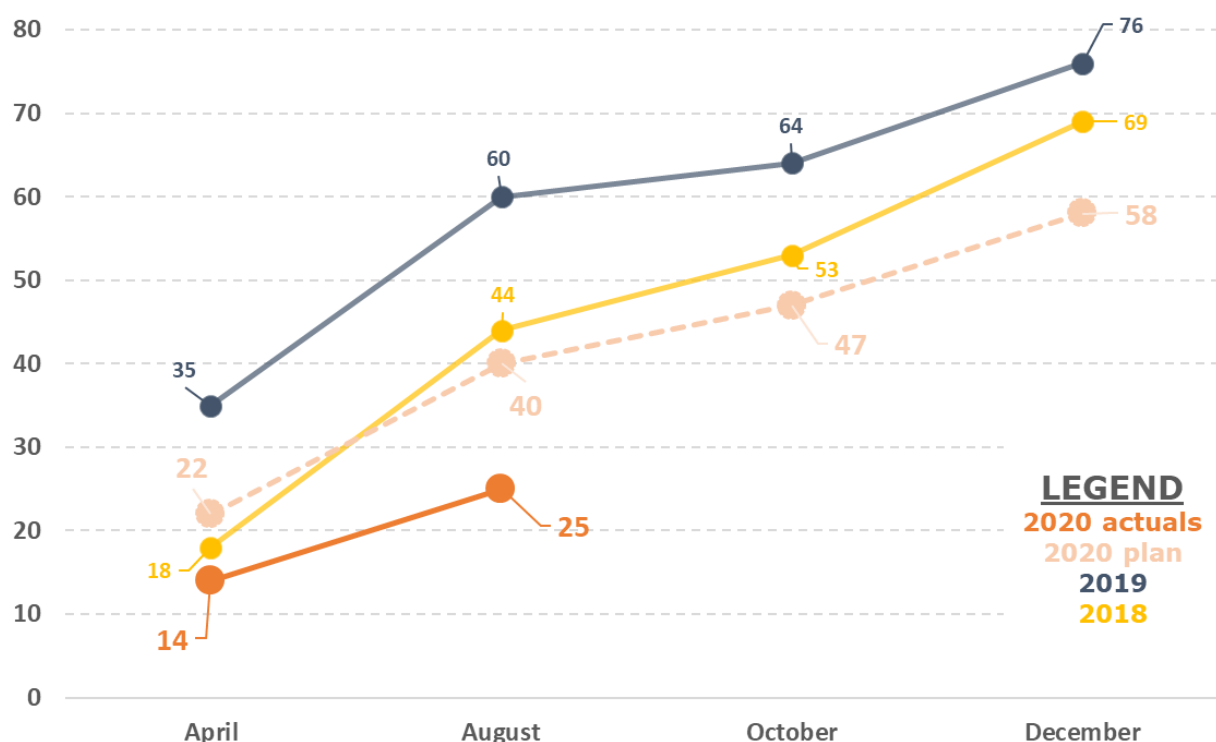
<sup>19</sup> Average per article





KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status P2
Use of EFSA's tools (statistical models)		687 (2018)	1,891	1,834	1,905	●

### Number of questions closed in Strategic Objective 4 (2018-P2 2020)



**Figure 7.** Number of questions closed in SO4

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

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

Overall, the 43 ongoing projects in P2 2020 were run as planned, albeit some deteriorations period-on-period were registered in the areas of FTEs (-3%, after already registering a decrease of 4% from P4 2019 to P1 2020), and this was to be expected given EFSA's re-prioritisation of tasks decided some months ago. The Programme also reported that around 55% of the projects are reporting some type of risk, whilst the other dimensions posted results that can be considered on track.



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

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

### 5.1 Staying relevant in an evolving strategic context

Following the decision of the EFSA's MB to postpone the strategy adoption due to the SARS-COV-2 outbreak EFSA replanned the work aiming at the adoption of the new EFSA 2027 Strategy in June 2021. In this framework, EFSA is currently assessing the implications of a volatile context (including at policy level the release of important documents, such as the Farm to Fork and the Biodiversity Strategies) on its ambitions. EFSA is preparing a Changing context analysis report which will be the basis for an update of its current draft Strategy 2027, due to be discussed at March 2021 MB session.

Process architecture will only include what is required by March 2021 (EPA 2 > EPA 2.5)



**Figure 8.** EPA 2.5 in a nutshell

complete reshaping of the EFSA processes) and some other have been postponed (for example, the implementation of blueprint of the new organisational design), with the current focus being on delivering the mandatory new activities that will be introduced by the Transparency Regulation in March 2021.

A milestone that was completed by the Programme in the past four months is the interim EFSA Process Architecture (EPA 2.5). The complete reshaping of EFSA processes as well as EFSA's new organisational structure, that were initially planned to be ready for March 2021, will be instead carried out next year, in alignment with the updated Strategy 2027 adoption process.

Regarding the progresses towards the implementation of the new provisions stemming from the **Transparency Regulation** (TR), in P2 2020 the ART Programme (the umbrella under which the 4 projects delivering TR-related measures are placed) is reporting moderate deviation compared to the initial plan on the majority of the milestones monitored, this being the effect of a shortage in FTEs (an issue already spotted in P1) as well as generalised delays compared to the previous period. Some of the deliverables expected to be finalised by the Programme have had their scope reduced due to the SARS-COV-2 implications (such as the

### 5.2 Sound operational performance and compliance

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

In the pillar of **assurance**, the reprioritisation of tasks decided in May to face the SARS-COV-2 emergency led the revision of the Anti-Fraud strategy, of the accountability Policy & Delegations of Authorities and of the implementation of Compliance & Veracity checks to be postponed to 2021. EFSA



received the preliminary observations from the European Court of Auditors to conclude the 2019 financial, legality & regularity audit with the following positive outcome. The Court provided an unqualified opinion on the reliability of the accounts and on the legality and regularity of the transactions. Furthermore, the European Court of Auditors performed the first part of the 2020 financial audit in September 2020. The audit covering the 2020 annual accounts and the legality and regularity of transactions will be finalised after a second audit early 2021.

The European Commission Internal Audit Service performed the preliminary interviews to define the scope for the internal audit on the grant and procurement management in EFSA. The fieldwork phase of the audit will start in October 2020 and the draft audit report is expected for next year.

In terms of compliance monitoring, only one very important finding was registered between May and August (table 22).

With EFSA due to receive additional Transparency Regulation funds, the Assurance Council meeting held earlier this year decided that a series of mitigating measures be put in place to safeguard processes related to budget, financial services, grants & procurements, risk management and internal control. While these actions may require that additional tollgates are put in place, therefore potentially impacting the efficiency of the processes we are used to, additional scrutiny is vital to uphold EFSA's reputation. With EFSA set to increase its overall budget by 80% over the next three years, it is of high importance to ensure that the additional funds are spent in compliance with rules and regulations, principles of sound financial management, quality and value parameters. Looking specifically at contract implementation, EFSA will be enhancing its accountability chain by introducing the Operational Verifying Agents (OVA) role for the management of non-science contracts. The OVA will verify that the substantial elements of the operation have been respected and the operation proposed properly addresses the operational need.

**Table 22.** Outcome indicators for SO5 - Compliance

KPI	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Outcome: Compliance</b>					
Number of 'critical', 'significant' or 'very important' findings	4 (2016)	Less than 5	Less than 5	1	●

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

The preparation for the 2020 ISO 9001 surveillance audit is on track. The ISO 9001:2015 surveillance audit will take place in October 2020, and the organisation has been taking steps to ensure that EFSA's Quality Management System remains robust during this period of change. The outcome of the audit will be reported at the end of the year and any findings/recommendations will be addressed via the Annual Quality Management review. The continuous improvement activities (including lean training to build up internal capacity) picked up in P2 following a few delays in P1.

An important achievement in this area is maintaining the Eco-Management and Audit Scheme (EMAS) certification, which was confirmed after the external audit that took place on the 10<sup>th</sup> and the 11<sup>th</sup> of June. All the findings from the previous audit were considered closed, and no non-conformities were highlighted, with the process considered effective and running in compliance with the standard.



In the pillar of **result-based management**, the composite indexes that monitor the performance of EFSA's key performance indicators KPIs registered results below the targets set.

The index of the long-term indicators (the Intermediary Impact) showed a performance in line with the target set at the beginning of the year<sup>20</sup> (84% vs a target of 80%) but it is worth noting that in P2 2019 this indicator was at 95.9%. The other two indexes are registering deviations compared to their targets and compared to P2 2019 (when the results were 94.5% for the outcome indicators and 86% for the output indicators). Given the nature of these three indexes, which are calculated on the performance of the available indicators only, the reason for deviations are diverse. The impact of the COV-SARS-2 pandemic, however, surely accounts for a big part of these deviations.

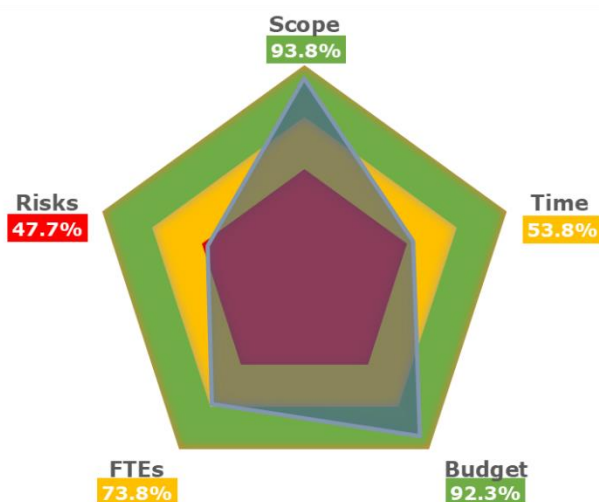
**Table 23:** Intermediate Impact indicators for SO5

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Intermediate Impact: Sound operational performance</b>						
Proportion of KPIs of the programming documents	Intermediary impact	71% (2017)	80%	80%	84%	●
	Outcome	100% (2017)	90%	90%	75%	●
	Activity/Output	73.5% (2017)	95%	95%	56%	●
Clean discharge achieved	Discharge is granted	Yes	Yes	Yes	Yes	●
<b>Intermediate Impact: Efficiency</b>						
Projects: improved index (delivery on budget, on time, in scope or better)		77% (2017)	89%	89%	72.3%	●

The index that monitors the overall execution of EFSA's projects is at 72.3%, a result below the target set and below the performances registered in the same period of the past two years (P2 2019: 85.1%, P2 2018: 83.7%). As shown in figure 9, this result is due to delays reported in almost 50% of the projects, as well as in risks reported going forward. Also, the dimension of FTEs registered deviations from the targets. Budget and scope are under control. The index is calculated on 64 active projects.

<sup>20</sup> Original targets without accounting for the agreed postponements/reprioritisations

## Performance of development activities by dimension



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

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

In the area of **budget execution**, as anticipated in P1, EFSA implemented a budget amendment during the month of August to align the global budget envelope to a more realistic budget execution for the current year. Particularly EFSA experienced in the first half of the year a drastic reduction of meetings, missions, events and other logistic costs as well as of infrastructure expenditure mainly due to the impact of SARS-COV-2 on its operations. This supported an updated lower forecast execution for these cost categories for the entire year and, therefore, the decision to reduce the commitments and payment yearly budget by EUR 5.0 million via a budget amendment procedure. The same amounts have been proposed for reallocation in the frame of the EC global transfer procedure.

In P2 2020, a minor deviation (table 24) was registered in terms of budget commitment, with respect to the updated targets, as 73% of EFSA's annual updated budget for 2020 was committed in P2, not far away from the plan of 78%. It is however expected to reach the target of 100% execution of the amended commitment budget by the year end.

Deviations were instead registered in the area of payment execution, that was below the targets set for the period. In particular, whilst the index on payment of non-differentiated credits was on track at 51% (against a target of 52% for P2), payments of differentiated credits were at 72%, 20 percentage points below their target of the period, being affected by delays emerged in several areas, such as grants & procurements, IT operational support, and scientific meetings. Also, in this case, the situation is not worrisome and EFSA expects to reach the target of 100% of the amended payment budget before the year end.



**Table 24:** Activity and output indicators for SO5 – Budget execution

Activity – output indicators				
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status
Commitment execution	100%	78%	73%	●
Payment execution - non-differentiated credits	90%	52%	51%	●
Payment execution – differentiated credits	100%	92%	73%	●

### 5.3 Enabling working environment

The service delivery index (table 25), which is the satisfaction rate expressed by end-user about the IT support provided and that can be particularly important to monitor during a telework-heavy period, was at 79.4%, in line with target of 80% and registering a small increase since P1, likely as a consequence of the actions implemented to cope with the new working conditions brought in by EFSA as a consequence of the SARS-COV-2 pandemic.

**Table 25:** Activity and output indicators for SO5

Activity – output indicators				
Indicator	Target 2020	Target P2 2020	Executed P2 2020	Status
Service delivery index	80%	80%	79.4%	●
Transformation performance index (development project execution index)	80%	80%	Not measured in P2	

Due to the mandatory teleworking measures and with all meetings and missions cancelled, the indexes that are measuring EFSA's use of digital platforms to work with its scientific experts continued to grow also in P2. EFSA's decision to invest on collaboration tools and the decision of the management in the previous years to increase the proportion of virtual meetings with experts played a role in easing the transition to the current working conditions, avoiding any severe disruption in the EFSA's work chain.

More in details, the index that measures the number of meetings with scientific experts held as tele-meeting<sup>21</sup> grew to 86.3% (table 26), as a result of all meetings being held virtually since March. In P1 2020, this index was at 74.7%. It is worth noting how the result from the first two months of the year were already very positive (37.7%, against a target of 25%).

The index that measures the number of active social collaboration platforms created with experts kept increasing also in P2 2020. As of the 28<sup>th</sup> of August, 104 social collaboration platforms between with experts and networks were created, up from 76 reported in P1.

<sup>21</sup> Percentages are referring to "expert days" (# of hours spent by experts in tele-meetings/# of hours spent by experts overall) and not to "number of meetings", this to avoid, for example, that a long meeting with a lot of participants would have counted as much as a small meeting with a lower number of participants





**Table 26:** Outcome indicators for SO5 – Enabling working environment and Capabilities development

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Outcome:</b> Enabling work environment						
Innovative collaboration methods supported by world class IT tools	% of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings)	20% (2017)	25%	25%	86.3%	●
	Social collaboration platforms (number of active working groups of experts and active networks) <sup>22</sup>	15 (2019)	39	31	104	●

The planned remodelling of the EFSA premises (mainly ground floor landing spaces and meeting and collaborative rooms) were slowed down by the SARS-COV-2 outbreak but during P2 the work went back to full speed.

## 5.4 People and culture

The SARS-COV-2 outbreak has affected probably all workplaces across the world, and EFSA is no exception, also given the magnitude of the pandemic in the northern part of Italy. The Authority acted swiftly to protect its workers and its operations, closing its premises at the beginning of March and adopting “smart working” measure since then.

Leveraging on the findings of the internal survey launched by EFSA’s Crisis Management Team to i) understand how the new situation was affecting staff’s working routines and performance, as well as to ii) gather insights on how to carry out the transition to normality, EFSA adopted a three-step approach for a safe and gradual return to the office.

<sup>22</sup> The indicator is defined in P3 2019 in accordance with the new social collaboration platform implemented in EFSA. The description is finetuned to reflect the reality (previously: “Social collaboration platforms (staff, experts, networks)”. The measurement is on an annual basis.

The step 1, "Cautious return", was in force until the 31<sup>st</sup> of August 2020, and it promoted important measures, such as flexible working hours, medical and psychological support, and distribution of IT devices, aimed at supporting EFSA staff during the first months of the pandemic. The step 2, called "Gradual Normalisation", started as of the 1<sup>st</sup> of September. Teleworking will remain the primary working regime but EFSA premises are ready to host up to 50% of staff. This phase is expected to remain in force until the likelihood of contracting the SARS-COV-2 virus significantly decreases.

Those measures are supported by significant internal communications efforts (regular updates on evolving situation, a dedicated intranet space, (Coronavirus companion) hosting guidance and , bespoke multi-media content, virtual social interactions etc.).

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

Regarding the 2020 learning plan, a lower-than-planned completion rate is expected due to delays occurring because of the SARS-COV-2 outbreak.

Finally, EFSA registered an overall (EFSA baseline + 178 hires) occupancy rate of 91.1%, slightly below the target of 92.5% (see table 27).

## Transition Steps from Tele to Office Working

	Step 1 Cautious Return	Step 2 Gradual Normalisation	Step 3 The "next normal"
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Likelihood of contracting the SARS-CoV-2 virus persists</li> <li>Mobility within national &amp; European borders remains limited</li> <li>Protective &amp; social distancing measures in force</li> <li>Teleworking recommended</li> <li>Schools &amp; childcare services closed or unavailable</li> </ul>	<ul style="list-style-type: none"> <li>Likelihood of contracting the SARS-CoV-2 virus remains possible</li> <li>Travel across Europe possible</li> <li>Protective &amp; social distancing measures remain desirable</li> <li>Schools &amp; childcare services are available operating on-site and virtually</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient degree of population immunity has been achieved via vaccination and disease exposure</li> <li>Likelihood of contracting the SARS-CoV-2 virus low across Europe and globally</li> <li>Schools &amp; childcare services are available</li> </ul>
<b>Staff Measures</b>	<ul style="list-style-type: none"> <li>Prolongation of existing teleworking measures</li> <li>Prolongation of existing flexible working measures until end June 2020</li> <li>Prolongation of special leave for staff taking care of children until end June 2020</li> <li>Prolongation of special leave due to force majeure (serious illness of a spouse/partner, child or relative; incompatibility with teleworking; exceptional circumstances)</li> <li>Voluntary return to the office of up to a maximum of 10% of staff including SNEs, trainees, interim workers &amp; consultants</li> <li>Provision of coaching, medical &amp; psychological support services</li> </ul>	<ul style="list-style-type: none"> <li>Teleworking remains the primary working regime</li> <li>Voluntary return to the office of up to a maximum of 50% of staff including SNEs, trainees, interim workers &amp; consultants</li> <li>Respect of core hours and established rules on flexitime and recuperation as of July 2020</li> <li>Development of digital social initiatives to support interaction amongst staff</li> <li>Continued provision of coaching, medical &amp; psychological support services</li> </ul>	<ul style="list-style-type: none"> <li>Return to the office of all staff &amp; contractors</li> <li>Entry of experts &amp; visitors to EFSA's premises</li> <li>Review of rules on teleworking and flexible working measures</li> </ul>
<b>Other key measures</b>	<ul style="list-style-type: none"> <li>Mandatory temperature measurement of all staff &amp; contractors who enter EFSA premises</li> <li>Daily supply of surgical masks for staff to be worn at all times</li> <li>Supply of hand sanitisers on all floors and in key communal areas</li> <li>Regular cleaning &amp; sanitisation of EFSA's premises</li> <li>Air conditioning operational with 98/99% new air</li> <li>Canteen and bar services remain closed</li> </ul>	<ul style="list-style-type: none"> <li>Mandatory temperature measurement of all staff &amp; contractors who enter EFSA premises</li> <li>Daily supply of surgical masks for staff to be worn at all times</li> <li>Supply of hand sanitisers on all floors and in key communal areas</li> <li>Regular cleaning &amp; sanitisation of EFSA's premises</li> <li>Air conditioning operational with 98/99% new air</li> <li>Canteen and bar services remain closed</li> </ul>	<ul style="list-style-type: none"> <li>Reinstatement of all standard building and corporate services and applicable rules</li> <li>Supply of hand sanitisers on all floors and in key communal areas</li> </ul>
Readiness & implementation of all applicable digital, on-site & health-related services			
Regular digital and on-site communication activities (signage, posters)			

**Figure 10.** Transition steps from tele to Office Working





**Table 27.** Outcome indicators for SO5

KPI	Indicator	Baseline	Target 2020	Target P2 2020	Executed P2 2020	Status
<b>Outcome: People and culture</b>						
Occupancy rate	Occupancy rate (%)	N/A	92.5%	92.5%	91.1%	●
	of which: EFSA baseline	95.0% (2016)	>97%	>97%	96.4%	●
	of which: TR related (178 review) recruitments only	N/A	45% <sup>23</sup>	31%	34.2%	●

As shown in table 27, EFSA baseline's occupancy rate is at 96.4%, a result slightly below the target of more than 97% and below the result achieved in P1 2020 (97.3%). This performance is due to a high number of internal Contract Agent staff being successful in Temporary Agents procedures opened within the 178 TR envelope, as well as to delays in starting dates requested by newly hired staff also due to SARS-COV-2 implications. The forecast for December 2020 is to reach a baseline Occupancy Rate of 96.5%.

With regards to the new Transparency Regulation hires, instead, EFSA is slightly above the P2 intermediate target. The forecast is to reach a yearly average of almost 50% in December 2020, compared to the target of 45%. As of the 1<sup>st</sup> of September 2020, EFSA filled in more than 80% of the TR-related position for 2020.

The Expertise Management Programme can be considered overall on track, with the projects under this umbrella registering positive performances during the first eight months of the year. Some projects are registering minor slowdowns, such as the 3-month delay registered in the Talent Management project for the delivery of the new Declaration of Interest tool, and the postponement of the formal consultation with the European Commission on the Reprioritization of the Competing Interest Rules for staff, which is affecting the Independence Policy project.

<sup>23</sup> TR additional capacity: for each budget year the plan is to reach the occupancy rate of around 50% in relation to the additional capacity of that year, on these posts the target is then to get close to the 100% rate in the next years.



# Section II. Management of resources

## 1. Budget and financial management

### Financial resources

The initial approved budget of EFSA for year 2020 was €108.0 million in commitment and € 103.8 million in payment appropriations. A bank interest of € 31,357.80 accumulated at EFSA bank account was integrated into EFSA budget via written amendment procedure in March 2020 (table 28). A second budget amendment was approved by Management Board in August to return to EU Budget € 5.0 million of commitment and payment appropriations in excess. The surplus of fund was caused by the impacts of the SARS-COV-2 outbreak and subsequent postponements and de-prioritisation of activities.

**Table 28.** Budget execution 2020

#### Commitment execution August 2020

Title	Initial budget	Current budget	Δ	Amount Committed	Execution rate	Monthly plan	Deviation vs. monthly plan	Execution rate vs. 2019
Personnel	48,506,000	47,758,250	-747,750	36,384,139	76%	36,434,362	0%	1%
Infrastructure	13,432,037	12,745,244	-686,793	9,315,069	73%	9,936,600	-6%	-3%
Operations	46,083,219	42,519,762	-3,563,457	29,765,342	70%	33,228,085	-10%	1%
<b>Total:</b>	<b>108,021,256</b>	<b>103,023,256</b>	<b>-4,998,000</b>	<b>75,464,549</b>	<b>73%</b>	<b>79,599,047</b>	<b>-5%</b>	<b>0%</b>

#### Payment execution August 2020

Title	Initial budget	Current budget	Δ	Amount Paid	Execution rate	Monthly plan	Deviation vs. monthly plan	Execution rate vs. 2019
Personnel	48,506,000	47,758,250	-747,750	31,026,867	65%	31,303,437	-1%	-1%
Infrastructure	13,432,037	12,745,244	-686,793	4,360,742	34%	5,154,598	-15%	-6%
Operations	41,939,724	38,376,267	-3,563,457	16,746,016	44%	18,263,837	-8%	-1%
<b>Total:</b>	<b>103,877,761</b>	<b>98,879,761</b>	<b>-4,998,000</b>	<b>52,133,625</b>	<b>50%</b>	<b>54,721,873</b>	<b>-5%</b>	<b>-6%</b>

**Title I:** the commitment execution was in line the monthly plan. Minor negative deviations can be observed in basic salaries, contract agents and European School; these deviations have been balanced by the higher than planned commitments in interim services and allowances on entering and leaving the service. Out of € 36.4 million, € 30.8 million were committed for staff and SNE salaries and allowances, € 2.6 million for interim services € 1.7 million for European School and creches and remaining € 1.3 million mainly for medical and external services and PMO support (€ 0.7 million) and trainings (€ 0.3 million).

**Title II:** the commitment execution was 6% below the monthly plan. Negative deviations were reported mainly in refurbishment of premises linked to the Enabling Services project, clerical services,



IT outsources services (delay in run and security services) and energy supplies (budget released via budget amendment).

Out of € 9.3 million, € 4.2 million were committed for building cost including the loan (€ 0.8 million), € 4.5 million for IT and infrastructure and remaining € 0.6 million for furniture, postal and telecom charges, legal and management board expenditures.

**Title III:** globally, the commitment execution was € 3.3 million (10%) below the plan.

Major negative deviations are reported in scientific grants & procurement and operational IT systems (- € 1.9 million each). Execution below the plan is reported also in communications and operational development consultancy (-€ 0.2 million each).

The major part of scientific grants & procurement delays is to be attributed to accumulated delays in closing 2 grant agreements: both are expected to be recovered in September/October. No execution risks are expected thanks to the very consistent grants& procurement plan covering also risk of failed calls and postponement.

Under execution in operational IT systems is mainly caused by rolling delay in commitment execution of some projects in the frame of Architecture Transformation (ART) and Expertise Management (EMP) programmes. The full recovery of this delay is expected by end of September/beginning of October.

Minor delays vs. the plan are also reported for risk communications (€ 0.2 million below the plan) which should be partially recovered in September and for the remaining part in November.

Under execution is also observed in operational development and quality due to delays in committing the budget allocated for process improvement and Digital Collaboration project – both are expected to recover the delays by September/October.

Out of € 29.8 million committed, € 11.0 million were committed for operational IT systems, € 8.6 million for scientific meetings, € 4.8 million for scientific grants & procurement and € 2.4 million for communications.

## Budget amendment and transfers

The second budget review procedure (RFC 2) was anticipated from September to June - July in order to determine the amount to be returned to European Commission budget. As previously estimated, the COVID outbreak and linked travel restrictions and work programme reprioritisation impacted the capacity of EFSA to fully implement the 2020 budget. The outcome of June budget review indicated that € 5.0 could be released. By returning the surplus amount to the EU budget, EFSA contributes to the optimisation of the use of funds at EU level. The budget amendment proposal was submitted to Management Board and was approved via written procedure at the beginning of August.

Linked to the June budget review procedure, transfers of funds between the budget lines have been requested and authorised by the ED. In Title I, a budget increase was requested for the early childhoods centre line to cover the commitment of the new framework contract. The shortfall was covered by the releases from translations, medical services and trainees' lines. In Title II, additional funds were asked for the technical equipment and Service Now tool, Microsoft licences and minor amount for legal services. The shortfalls were covered by transfer of funds from rental expenses, studies for building projects and clerical services. In Title III, funds were requested for the coverage of project management support (Risk Assessment Project and Information Management Programme); ALPHA requested funds to cover the expected increase of meeting costs stemming from additional mandates received. These shortfalls were covered by the release of funds from operational IT systems.



## Human resources management and talent selection

On 31<sup>st</sup> August 2020, 469 of the available 509 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents and contract agents), 455 posts out of the 493 available were occupied on 31<sup>st</sup> August (92.3%). In terms of statutory staff average occupancy rate, 449.1 out of the available 493 posts (91.1%) were occupied throughout the Periods 1 and 2 in 2020, from January to August (vs the 2020 yearly target of 92.5%).

**Table 29:** Human resource overview (31/08/2020)

HUMAN RESOURCES	2019	2019	2020	2020
	BUDGET REQUEST	(31/12/2019)	BUDGET REQUEST	PERIOD P2
Temporary Agents and Officials Executives, Managers & Officers (AD)	220	215	255	240
Temporary Agents and Officials Assistant functions (AST)	100	98	99	97
<b>Total TAs+Off</b>	<b>320</b>	<b>313</b>	<b>354</b>	<b>337</b>
Contract Agents officer functions (CA FGIV)	106	105	114	89
Contract Agents assistant functions (CA FG I, II, III)	25	26	25	29
<b>Total CAs</b>	<b>131</b>	<b>131</b>	<b>139</b>	<b>118</b>
Seconded National Experts	<b>16</b>	<b>15</b>	<b>16</b>	<b>14</b>
<b>TOTAL STAFF ALL CATEGORIES</b>	<b>467</b>	<b>459</b>	<b>509</b>	<b>469</b>

## 2. FTEs and budget indicators per strategic objective

**Table 30:** Input indicators for SO1 (FTEs<sup>24</sup> and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO1	Resources invested per year	Target 2020	Executed P2 2020
	FTEs	216	
	Budget (M, €)	40.46	31.71
<b>Scientific – general risk assessment</b>			
<b>Input sub-indicator</b>	FTE	57	
	Budget (M, €)	13.16	11.59
<b>Scientific – regulated products evaluation</b>			
<b>Input sub-indicator</b>	FTE	139	
	Budget (M, €)	22.38	16.38

<sup>24</sup> On January 15th in connection with the EFSA adoption of the EC tool for time tracking (Sysper), MT decided to abandon the previous time tracking system (Sciforma) so it is not possible anymore to measure the actual FTEs.



INPUT INDICATORS			
Communication & engagement			
Input sub-indicator	FTE	20	
	Budget (M, €)	4.92	3.75

**Table 31:** Input indicators for SO2 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Target 2020	Executed P22020
	FTE	24	
	Budget (K, €)	12.33	3.33

**Table 32:** Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Target 2020	Executed P2 2020
	FTE	31	
	Budget (K, €)	11.02	4.46

**Table 33:** Input indicators for SO4 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Target 2020	Executed P2 2020
	FTE	43	
	Budget (K, €)	9.20	5.93

**Table 34:** Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATOR			
Total SO5	Resources invested per year	Target 2020	Executed P2 2020
	FTE	190	
	Budget (K, €)	34.99	29.12 Of which 14.44 operational and 14.68 support



# ANNEXES



# Annex I. Resource allocation per strategic objective

## 1. Financial resources per strategic objective

**Table 35:** Budget allocations per strategic objective (% of the total EFSA budget)

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



## Annex II. Financial resources

**Table 36:** Expenditures

Expenditure/title	2020		2020	
	Current commitment appropriations	Payment	Executed	Executed Payment in P2
		appropriations	Commitment in P2	
Title I - Staff expenditure	47.8	47.8	36.4	31.0
Title II - Infrastructure and operating expenditure	12.7	12.7	9.3	4.4
Title III - Operational expenditure	42.5	38.4	29.8	16.7
<b>TOTAL EXPENDITURE</b>	<b>108.02</b>	<b>103.88</b>	<b>45.55</b>	<b>22.42</b>

Expenditure	Commitment appropriations	Commitment execution P2	%	Payment appropriations	Payment execution P2	%
<b>Title 1 - Staff expenditure</b>	<b>47,758,250</b>	<b>36,384,139</b>	<b>76%</b>	<b>47,758,250</b>	<b>31,026,867</b>	<b>65%</b>
Salaries & allowances	41,723,541	30,690,545	74%	41,723,541	27,370,495	66%
- Of which establishment plan posts	33,027,000	24,264,000	73%	33,027,000	21,556,139	65%
- Of which external personnel	8,696,541	6,426,545	74%	8,696,541	5,814,355	67%
Expenditure relating to Staff recruitment	330,500	224,412	68%	330,500	173,678	53%
Mission expenses	37,781	37,781	100%	37,781	24,781	66%
Socio-medical infrastructure	230,000	229,424	100%	230,000	111,444	48%





Expenditure	Commitment appropriations	Commitment execution P2	%	Payment appropriations	Payment execution P2	%
Training	300,000	300,000	100%	300,000	78,994	26%
External Services	3,320,428	3,155,561	95%	3,320,428	1,538,802	46%
Receptions, events and representation	0	0	#DIV/0!	0	0	#DIV/0!
Social welfare	1,816,000	1,746,416	96%	1,816,000	1,728,674	95%
Other staff related expenditure	0	0	#DIV/0!	0	0	#DIV/0!
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>12,745,244</b>	<b>9,315,069</b>	<b>73%</b>	<b>12,745,244</b>	<b>4,360,742</b>	<b>34%</b>
Rental of buildings and associated costs	5,560,172	4,199,877	76%	5,560,172	2,044,804	37%
Information, communication technology and data processing	6,283,703	4,470,917	71%	6,283,703	2,111,410	34%
Movable property and associated costs	349,723	312,123	89%	349,723	70,047	20%
Current administrative expenditure	244,010	95,117	39%	244,010	20,672	8%
Postage / Telecommunications	216,636	187,536	87%	216,636	98,077	45%
Meeting expenses	80,000	41,998	52%	80,000	8,232	10%
Running costs in connection with operational activities	0	0	#DIV/0!	0	0	#DIV/0!
Information and publishing	11,000	7,500	68%	11,000	7,500	68%
Studies	0	0	#DIV/0!	0	0	#DIV/0!
Other infrastructure and operating expenditure	0	0	#DIV/0!	0	0	#DIV/0!
<b>Title 3 - Operational expenditure</b>	<b>42,519,762</b>	<b>29,765,342</b>	<b>70%</b>	<b>38,376,267</b>	<b>16,746,016</b>	<b>44%</b>
Regulated Products	5,149,082	4,533,570	88%	5,149,082	3,146,227	61%
Risk Assessment	4,871,117	4,024,943	83%	4,871,117	3,095,088	64%
Scientific Cooperation & Strategy	11,812,815	4,788,755	41%	7,608,920	5,575,822	73%
Communication	2,953,275	2,386,073	81%	2,953,275	586,213	20%
Operational support	17,733,473	14,032,001	79%	17,793,873	4,342,666	24%



Expenditure	Commitment appropriations	Commitment execution P2	%	Payment appropriations	Payment execution P2	%
<b>TOTAL</b>	<b>103,023,256</b>	<b>75,464,549</b>	<b>73%</b>	<b>98,879,761</b>	<b>52,133,625</b>	<b>53%</b>

**Table 37:** Budget Transfers August 2020

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
<b>1</b>	<b>STAFF</b>				
11	STAFF EXPENDITURE				
<b>110</b>	<b>Salaries and allowances</b>				
1100	Salaries and allowances of staff provided for in establishment plan	33,157,000.00	33,157,000.00	-130,000.00	33,027,000.00
1104	Entitlements on Entering and Leaving the Service	320,000.00	320,000.00	-140,000.00	180,000.00
	<b>tot. of 110</b>	<b>33,477,000.00</b>	<b>33,477,000.00</b>	<b>-270,000.00</b>	<b>33,207,000.00</b>
<b>111</b>	<b>Other staff</b>				
1113	Stagiaires	1,064,000.00	1,014,924.33	-10,924.33	1,004,000.00
1115	Contract staff	7,047,000.00	7,047,000.00	-124,459.00	6,922,541.00
1116	Visiting experts, National Experts on Detachment	810,000.00	770,000.00	0.00	770,000.00
1117	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00	0.00
	<b>tot. of 111</b>	<b>8,921,000.00</b>	<b>8,831,924.33</b>	<b>-135,383.33</b>	<b>8,696,541.00</b>
<b>112</b>	<b>Interim staff</b>				
1120	Interim services	2,000,000.00	2,000,000.00	750,000.00	2,750,000.00
	<b>tot. of 112</b>	<b>2,000,000.00</b>	<b>2,000,000.00</b>	<b>750,000.00</b>	<b>2,750,000.00</b>
<b>113</b>	<b>Establishment or maintenance of pension rights for temporary staff</b>				
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00	0.00
	<b>tot. of 113</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
	tot. of 11	44,398,000.00	44,308,924.33	344,616.67	44,653,541.00
12	EXPENDITURE RELATING TO STAFF RECRUITMENT				
120	Expenditure relating to Staff recruitment				
1200	Miscellaneous expenditure on recruitment	172,000.00	150,500.00	0.00	150,500.00
	tot. of 120	172,000.00	150,500.00	0.00	150,500.00
	tot. of 12	172,000.00	150,500.00	0.00	150,500.00
13	MISSIONS AND DUTY TRAVEL				
130	Missions and travel expenses				
1300	Missions and travel expenses	250,000.00	29,183.49	0.00	29,183.49
1301	Shuttles for missions and duty	60,000.00	8,597.44	0.00	8,597.44
	tot. of 130	310,000.00	37,780.93	0.00	37,780.93
	tot. of 13	310,000.00	37,780.93	0.00	37,780.93
14	SOCIOMEDICAL INFRASTRUCTURE				
141	Medical service				
1410	Medical service	240,000.00	240,000.00	-10,000.00	230,000.00
	tot. of 141	240,000.00	240,000.00	-10,000.00	230,000.00
	tot. of 14	240,000.00	240,000.00	-10,000.00	230,000.00
15	TRAINING				
150	Training, language courses and retraining for staff				
1500	Further training, language courses and retraining for staff	500,000.00	300,000.00	0.00	300,000.00
	tot. of 150	500,000.00	300,000.00	0.00	300,000.00
	tot. of 15	500,000.00	300,000.00	0.00	300,000.00
16	SOCIAL WELFARE				
160	Special assistance grants, other interventions and complementary aid for disabled				
1600	Special assistance grants, other interventions and complementary aid for disabled	10,000.00	10,000.00	0.00	10,000.00



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
	tot. of 160	10,000.00	10,000.00	0.00	10,000.00
<b>161</b>	<b>Social contacts between staff</b>				
1610	Social contacts between staff	35,000.00	6,000.00	0.00	6,000.00
	tot. of 161	35,000.00	6,000.00	0.00	6,000.00
<b>163</b>	<b>Early childhood centres and other creches</b>				
1630	Early childhood centres, creches and EU school contribution	1,410,000.00	1,410,000.00	390,000.00	1,800,000.00
	tot. of 163	1,410,000.00	1,410,000.00	390,000.00	1,800,000.00
	tot. of 16	1,455,000.00	1,426,000.00	390,000.00	1,816,000.00
18	EXTERNAL SERVICES				
<b>180</b>	<b>External services</b>				
1800	Translation and interpretation	100,000.00	100,000.00	-56,616.67	43,383.33
1801	Payment for administrative assistance from the Community institutions	272,000.00	272,000.00	-20,000.00	252,000.00
1802	Consultancy and HR services	605,000.00	586,500.00	-570,000.00	16,500.00
1803	Other services	454,000.00	336,544.48	-78,000.00	258,544.48
	tot. of 180	1,431,000.00	1,295,044.48	-724,616.67	570,427.81
	tot. of 18	1,431,000.00	1,295,044.48	-724,616.67	570,427.81
	tot. of 1	48,506,000.00	47,758,249.74	0.00	47,758,249.74

Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
<b>2</b>	<b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY</b>				
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS				
<b>200</b>	<b>Building</b>				
2000	Rent	90,000.00	90,000.00	-55,000.00	35,000.00



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
2001	Acquisition	1,675,000.00	1,706,357.80	0.00	1,706,357.80
2002	Studies and technical assistance in connection with building projects	690,000.00	690,000.00	-67,690.00	622,310.00
2003	Refurbishment of premises/fitting out	1,278,053.00	1,154,952.16	-311,948.35	843,003.81
tot. of 200		3,733,053.00	3,641,309.96	-434,638.35	3,206,671.61
<b>202</b>	<b>Expenditure on buildings</b>				
2020	Water, gas, electricity and heating	530,000.00	390,000.00	0.00	390,000.00
2021	Cleaning and maintenance	673,000.00	653,000.00	0.00	653,000.00
2023	Security and surveillance of buildings	731,000.00	713,000.00	0.00	713,000.00
2024	Insurance	35,000.00	35,000.00	-7,500.00	27,500.00
2025	Other expenditure on buildings	850,000.00	694,738.20	-124,738.20	570,000.00
tot. of 202		2,819,000.00	2,485,738.20	-132,238.20	2,353,500.00
tot. of 20		6,552,053.00	6,127,048.16	-566,876.55	5,560,171.61
21	INFORMATION TECHNOLOGY AND EXPENDITURE ON DATA PROCESSING				
<b>210</b>	<b>Purchase and maintenance of IT for administration and non operational</b>				
2100	Purchase and maintenance of IT equipment and standard software	3,295,797.00	3,295,797.00	709,155.97	4,004,952.97
2103	External services for the operation, implementation and maintenance of software and user support	2,412,000.00	2,278,749.74	0.00	2,278,749.74
tot. of 210		5,707,797.00	5,574,546.74	709,155.97	6,283,702.71
tot. of 21		5,707,797.00	5,574,546.74	709,155.97	6,283,702.71
22	MOVABLE PROPERTY AND ASSOCIATED COSTS				
<b>220</b>	<b>Technical equipment and installations</b>				
2200	Technical equipment and installations	125,000.00	67,820.35	0.00	67,820.35
tot. of 220		125,000.00	67,820.35	0.00	67,820.35
<b>221</b>	<b>Furniture</b>				
2210	Furniture	409,669.00	409,669.00	-127,765.90	281,903.10
tot. of 221		409,669.00	409,669.00	-127,765.90	281,903.10
tot. of 22		534,669.00	477,489.35	-127,765.90	349,723.45
23	CURRENT ADMINISTRATIVE EXPENDITURE				



Title Chapter Article Item	Budget Headings	Commitment and payment appropriations 2020			
		Initial	Amended budget	Transfers	Current
<b>230</b>	<b>Stationery and office supplies</b>				
2300	Stationery and office supplies	56,500.00	16,500.00	0.00	16,500.00
	tot. of 230	56,500.00	16,500.00	0.00	16,500.00
<b>232</b>	<b>Financial charges</b>				
2320	Bank and other financial charges	1,000.00	1,000.00	-250.00	750.00
	tot. of 232	1,000.00	1,000.00	-250.00	750.00
<b>233</b>	<b>Legal expenses and damages</b>				
2330	Legal expenses and damages	220,000.00	220,000.00	2,860.00	222,860.00
	tot. of 233	220,000.00	220,000.00	2,860.00	222,860.00
<b>235</b>	<b>Other operating expenditure</b>				
2350	Miscellaneous insurance	9,000.00	9,000.00	-5,100.00	3,900.00
	tot. of 235	9,000.00	9,000.00	-5,100.00	3,900.00
<b>239</b>	<b>Publications</b>				
2390	Publications	11,000.00	11,000.00	0.00	11,000.00
	tot. of 239	11,000.00	11,000.00	0.00	11,000.00
	tot. of 23	297,500.00	257,500.00	-2,490.00	255,010.00
<b>24</b>	<b>POSTAL CHARGES AND TELECOMMUNICATIONS</b>				
<b>240</b>	<b>Postal charges and telecommunications</b>				
2400	Postal charges and telecommunications	228,660.00	228,660.00	-12,023.52	216,636.48
	tot. of 240	228,660.00	228,660.00	-12,023.52	216,636.48
	tot. of 24	228,660.00	228,660.00	-12,023.52	216,636.48
<b>25</b>	<b>GOVERNANCE EXPENDITURE</b>				
<b>250</b>	<b>Governance expenditure</b>				
2500	Management Board meetings	80,000.00	80,000.00	0.00	80,000.00
	tot. of 250	80,000.00	80,000.00	0.00	80,000.00
	tot. of 25	80,000.00	80,000.00	0.00	80,000.00
	tot. of 2	13,400,679.00	12,745,244.25	0.00	12,745,244.25



Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
<b>3</b>	<b>OPERATING EXPENDITURE LINKED TO THE AUTHORITY</b>								
30	SCIENTIFIC EVALUATION OF REGULATED PRODUCTS								
<b>302</b>	<b>REPRO Experts meetings</b>								
3020	REPRO Experts Meetings	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00
	tot. of 302	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00
	tot. of 30	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00	5,749,444.00	5,349,082.00	-200,000.00	5,149,082.00
31	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE								
<b>312</b>	<b>RASA Experts meetings</b>								
3120	RASA Experts Meetings	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58
	tot. of 312	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58
<b>313</b>	<b>Crisis support</b>								
3130	Crisis support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 313	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 31	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58	4,898,090.00	4,898,090.00	-26,973.42	4,871,116.58
32	EFSA SCIENTIFIC COOPERATION								
<b>321</b>	<b>EFSA Grants &amp; Procurement</b>								
3210	EFSA Grants & Procurement	11,489,899.00	11,489,899.00	300,000.00	11,789,899.00	7,286,004.00	7,286,004.00	300,000.00	7,586,004.00
	tot. of 321	11,489,899.00	11,489,899.00	300,000.00	11,789,899.00	7,286,004.00	7,286,004.00	300,000.00	7,586,004.00
<b>322</b>	<b>Scientific Cooperation meetings</b>								
3220	Scientific Cooperation meetings	225,586.00	22,916.21	0.00	22,916.21	225,586.00	22,916.21	0.00	22,916.21
	tot. of 343	225,586.00	22,916.21	0.00	22,916.21	225,586.00	22,916.21	0.00	22,916.21
<b>323</b>	<b>Pre-accession and ENP Programmes</b>								
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENPI (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00





Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
	tot. of 32	11,715,485.00	11,512,815.21	300,000.00	11,812,815.21	7,511,590.00	7,308,920.21	300,000.00	7,608,920.21
34	COMMUNICATIONS								
341	Risk Communication								
3410	Risk Communication, Web management, communication activities and materials	2,489,000.00	2,405,250.00	300,000.00	2,705,250.00	2,489,000.00	2,405,250.00	300,000.00	2,705,250.00
	tot. of 341	2,489,000.00	2,405,250.00	300,000.00	2,705,250.00	2,489,000.00	2,405,250.00	300,000.00	2,705,250.00
342	External Relations								
3420	External Relations	1,005,000.00	991,204.17	-743,179.00	248,025.17	1,005,000.00	991,204.17	-743,179.00	248,025.17
	tot. of 342	1,005,000.00	991,204.17	-743,179.00	248,025.17	1,005,000.00	991,204.17	-743,179.00	248,025.17
	tot. of 34	3,494,000.00	3,396,454.17	-443,179.00	2,953,275.17	3,494,000.00	3,396,454.17	-443,179.00	2,953,275.17
35	HORIZONTAL OPERATIONS								
350	Operational IT Systems								
3500	Operational IT Systems	11,996,200.00	11,913,474.16	1,901,036.42	13,814,510.58	11,996,200.00	11,913,474.16	1,901,036.42	13,814,510.58
3501	Multiannual operational IT projects	0.00	0.00	0.00	0.00	60,400.00	60,400.00	0.00	60,400.00
	tot. of 350	11,996,200.00	11,913,474.16	1,901,036.42	13,814,510.58	12,056,600.00	11,973,874.16	1,901,036.42	13,874,910.58
351	Operational support								
3511	Translation, Interpretation, Linguistic Proofreading and Editing	190,000.00	190,000.00	0.00	190,000.00	190,000.00	190,000.00	0.00	190,000.00
3512	Library	620,000.00	620,000.00	0.00	620,000.00	620,000.00	620,000.00	0.00	620,000.00
3513	Mission of staff related to operational duties	900,000.00	110,123.14	0.00	110,123.14	900,000.00	110,123.14	0.00	110,123.14
3514	Shuttles and prepaid travels for experts and shuttle for staff related to operational duties	2,050,000.00	446,701.23	-150,000.00	296,701.23	2,050,000.00	446,701.23	-150,000.00	296,701.23
3515	Catering	50,000.00	6,328.65	0.00	6,328.65	50,000.00	6,328.65	0.00	6,328.65
	tot. of 351	3,810,000.00	1,373,153.02	-150,000.00	1,223,153.02	3,810,000.00	1,373,153.02	-150,000.00	1,223,153.02
352	Conferences & Outreach								



Title Chapter Article Item	Budget Headings	Commitment appropriations 2020				Payment appropriations 2020			
		Initial	Amended budget	Transfers	Current	Initial	Amended budget	Transfers	Current
3520	Conferences, outreach and representation cost	1,095,000.00	751,693.25	0.00	751,693.25	1,095,000.00	751,693.25	0.00	751,693.25
tot. of 352		1,095,000.00	751,693.25	0.00	751,693.25	1,095,000.00	751,693.25	0.00	751,693.25
<b>353</b>	<b>Operational development, control and quality</b>								
3530	Operational Development, Control and Quality	3,325,000.00	3,325,000.00	-1,380,884.00	1,944,116.00	3,325,000.00	3,325,000.00	-1,380,884.00	1,944,116.00
tot. of 353		3,325,000.00	3,325,000.00	-1,380,884.00	1,944,116.00	3,325,000.00	3,325,000.00	-1,380,884.00	1,944,116.00
tot. of 35		20,226,200.00	17,363,320.43	370,152.42	17,733,472.85	20,286,600.00	17,423,720.43	370,152.42	17,793,872.85
tot. of 3		46,083,219.00	42,519,761.81	0.00	42,519,761.81	41,939,724.00	38,376,266.81	0.00	38,376,266.81



## Annex III. Questions closed in P2 2020

**Table 38:** Questions closed in P1 2020

Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO1 – Prioritise public and stakeholder engagement in the process of scientific assessment													
SO1 – EFSA scientific outputs – general risk assessment				3		2	4	26		9	1		39
Of which:													
– conclusion on pesticides peer review							4						4
– opinion of the scientific committee / scientific panel				1				22		7			30
– guidance of the scientific committee / scientific panel										-			
– statement of the scientific committee / scientific panel				1				-		1			
– reasoned opinion						1		-					1
– scientific report of EFSA								4		1	1		6
– guidance of EFSA													
– statement of EFSA				1		1		-		-			2
SO1 – Technical reports – general risk assessment			1	2			1	48		5	7		64
SO1 – Other publications (external scientific reports/event reports) – general risk assessment				1				3		6			10
– Other publications - external scientific report								3		6			9
– Other publications - event report				1						-			1
SO1 – Sub total – general risk assessment			1	6		2	5	77		20	8		119



Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
<b>SO1 – EFSA scientific outputs</b> – evaluation of regulated products		87	71	4	15	46	24			2			249
Of which:													
– conclusion on pesticides peer review						3	24						27
– opinion of the scientific committee / scientific panel		87	71	4	15					2			179
– guidance of the scientific committee / scientific panel								-		-			
– statement of the scientific committee / scientific panel								-		-			
– reasoned opinion						43							43
– scientific report of EFSA													
– guidance of EFSA										-			
– statement of EFSA								-		-			
<b>SO1 – Technical reports</b> – evaluation of regulated products			2		3		12						17
<b>SO1 – Other publications (external scientific reports/event reports)</b> – evaluation of regulated products				2									2
– Other publications - external scientific report				2									2
– Other publications - event report								-		-			
<b>SO1 – Sub total</b> – evaluation of regulated products		87	73	6	18	46	36			2			<b>268</b>
<b>SO1 – Total</b>		87	74	12	18	48	41	77		22	8		<b>387</b>
<b>SO2 – Widen EFSA's evidence base and optimise access to its data</b>													
<b>SO2 – EFSA scientific outputs</b>													
<b>SO2 – Technical reports</b>								7			1		8
<b>SO2 – Other publications (external scientific reports/event reports)</b>								1			2	1	4
– Other publications - external scientific report										-	2	1	3
– Other publications - event report								1		-			1
<b>SO2 – Total</b>								8			<b>3</b>	<b>1</b>	<b>12</b>



Questions per strategic objective and type of output	REPRO							RASA					TOTAL
	APDESK	FEED	FIP	GMO	NUTRI	PRES	PREV	ALPHA	AMU	BIOCONTAM	DATA	SCER	
SO3 – Build the EU’s scientific assessment capacity and knowledge community													
SO3 – EFSA scientific outputs													
SO3 –Technical reports												1	1
SO3 – Other publications (external scientific reports/event reports)								2	3				5
– Other publications - external scientific report								2	3				5
– Other publications - event report										-			
SO3 – Total								2	3			1	6
SO4 – Prepare for future risk assessment challenges													
SO4 – EFSA scientific outputs						2	2					1	5
Of which:													
– opinion of the scientific committee / scientific panel							1						1
– scientific report of EFSA						2	1						3
– statement of the scientific committee / scientific panel													
– guidance of the scientific committee / scientific panel												1	1
– guidance of EFSA (regulated products)													
SO4 – Technical reports						2	3		1			4	10
SO4 – Other publications (external scientific reports/event reports)				1			2	5		1		1	10
– Other publications - external scientific report				1			2	5		1		1	10
– Other publications - event report										-			
SO4 – Total				1		4	7	5	1	1		6	25
Total questions	0	87	74	13	18	52	48	92	4	23	11	8	430



## Annex IV. Procurement plan 2020 - status in P2

**Table 39:** 2020 Open collaboration opportunities

2020 EFSA Scientific Cooperation plan – procurement as of 31st August 2020 – Open procedures opportunities <sup>56</sup>	Indicative outsourcing tool	Leading EFSA Unit	Indicative budget	Indicative launch month	Actual launch month	Status
Re-launch of Lot 2 FPA for high risk plants - Lot 2 (ornamental plants)	Grant - Open Call	ALPHA	FPA	Feb 20	Feb 20	Tendering period (extended deadline due to SARS-COV-2).
FWC for story maps on animal diseases	Procurement - Open Call	ALPHA	FWC	Feb 20	April 20	Contract awarded and signed
FWC for literature searches in AHL	Procurement - Open Call	ALPHA	FWC	Feb 20	Mar 20	Contract awarded and signed
Thematic Grants in 3 lots: 1. Hot-spots for plant pests introduction: an integrated analysis to better prepare for plant pests invasions 2. Gut microbiomes (human and animal) and implications for the risk assessment of chemical and biological hazards 3. Environmental microbiomes (plants, animals, soil) and implications for the risk assessment of chemical and biological hazards	Grant - Open Call	ENCO	€1,500,000	Mar 20	Mar 20	Evaluation ongoing
Horizontal systematic review/Data generation FWC	Procurement - Open Call	AMU	FWC	Mar 20	Not launched	Delays in drafting the tender specifications



2020 EFSA Scientific Cooperation plan – procurement as of 31st August 2020 – Open procedures opportunities <sup>56</sup>	Indicative outsourcing tool	Leading EFSA Unit	Indicative budget	Indicative launch month	Actual launch month	Status
Statistical FWC	Procurement - Open Call	AMU	FWC	Mar 20	<b>Not launched</b>	Delays in drafting the tender specifications
Partnering grants	Grant - Open Call	ENCO	€ 300,000	Apr 20	Apr 20	Evaluation ongoing
FWC CROWDSOURCING: Engaging communities effectively in scientific assessment	Procurement - Open Call	AMU	FWC	Apr 20	<b>cancelled</b>	Launch postponed to 2021
Risk assessment uncertainty	Grant - Open Call	ALPHA	€200,000	May 20	<b>Not launched</b>	Delays in drafting the tender specifications
RPC (Raw Primary Commodity) Model Update	Procurement - Open Call	DATA	€180,000	May 20	July 20	Tendering period
Renewal of FWC Crisis Support FWC	Procurement - Open Call	SCER	FWC	May 20	Apr 20	Contract awarded and signed
Data collection, update and further development of biologically-based models for humans and animal species to support transparency in food and feed	Procurement - Open Call	SCER	€ 400,000	May 20	June 20	Tendering period
Critical appraisal forms for ecotox studies	Procurement - Open Call	PREV	€400,000	May 20	July 20	Tendering period
Framework for Problem Formulation	Procurement - Open Call	AMU	€ 160,000	June 20	July 20	Tendering period
Sequencing quality check FWC	Procurement - Open Call	GMO	FWC	June 20	July 20	Tendering period
Identification of emerging chemical risks in food	Procurement - Open Call	SCER	€ 400,000	June 20	June 20	Tendering period
FWC One Health Zoonoses report	Procurement - Open Call	BIOCONTAM	FWC	June 20	July 20	Tendering period
FWC TSE EU summary report	Procurement - Open Call	BIOCONTAM	FWC	June 20	July 20	Tendering period
FWC for IUCLID Trainings	Procurement - Open Call	BIOCONTAM	FWC	July 20	July 20	Tendering period





**Table 40:** Negotiated procedures opportunities

2020 EFSA Scientific Cooperation plan – procurement as of 31st August 2020 – Negotiated procedures opportunities	Indicative outsourcing tool	Leading EFSA Unit	Indicative budget	Indicative launch month	Actual launch month	Status
Support production avian influenza annual surveillance report including data validation	Procurement - Negotiated Procedure	ALPHA	€30,000	Feb 20	Contract awarded and signed	Contract awarded and signed
EU Summary Reports: Salmonella EUSR Zoonoses 2018 NP/EFSA/BIOCONTAM/2020/01 - expert assistance on drafting the eu one health 2019 zoonoses report salmonella - IZSDVE	Procurement - Negotiated Procedure	BIOCONTAM	€25,000	Feb 20	Feb 20	Contract awarded and signed
EU Summary Reports: 2019 zoonoses report - foodborne outbreaks NP/EFSA/BIOCONTAM/2020/02 - expert assistance on drafting the ue one health 2019 zoonoses report - foodborne outbreaks - istituto superiore di sanità (iss)	Procurement - Negotiated Procedure	BIOCONTAM	€25,000	Feb 20	Feb 20	Contract awarded and signed
Modelling African swine fever	Procurement - Negotiated Procedure	ALPHA	€55,000	June 20	June 20	Contract awarded and signed
Literature review and statistical analysis to support the assessment of feed additive dossiers	Procurement - Negotiated Procedure	FEED	€50,000	July 20	July 20	Evaluation ongoing
literature search for a new mandate on risk assessment on mineral oil hydrocarbons that is expected in Q4	Procurement - Negotiated Procedure	BIOCONTAM	€50,000	July 20	July 20	Evaluation ongoing