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Programming document 2018 – 2020

Trusted science for safe food

Protecting consumers' health with independent
scientific advice on the food chain

Adopted in Parma on 14 December 2016
For EFSA's Management Board

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Chair of the Management Board

Trusted science for safe food

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DRAFT

Foreword

It is with great pleasure that I present you with the Single Programming Document 2018-2020. This document will guide EFSA in the years to come. It will help EFSA in translating its vision of “Trusted science for safe food” into concrete work, ensuring that the food for European citizens is safe.

Since the early days, our mission has remained unchanged – we provide and communicate high quality and independent scientific advice to European risk managers on risks related to the entire food chain. We carry out our work in a unique environment, created by the ever changing world around us. In our EFSA Strategy 2020 we have taken stock and laid out how we will face new challenges and arising opportunities on our journey towards the year 2020. We have adopted the overarching five strategic objectives of our strategy to plan the work ahead and present the result in this programming document.

In response to societal expectations for greater transparency and openness, we continue to prioritise the engagement with EFSA’s stakeholders and with the public in all phases of the scientific assessment process. We will find new ways of engaging and communicating with them to benefit from their expertise, views and tools. We will continue our efforts towards becoming the European hub for food safety data. Making our data collections more accessible and usable for our partners and our stakeholders is an important part of this endeavour.

We keep working closely with our partners, be they our European sister agencies or the national food safety institutions in EU Member States. The newly created common European risk assessment agenda will guide us and our partners in building risk assessment capacities, prioritising our common work and making efficient use of scarce resources. Our cooperation will reach further into the international domain to partners across the globe to promote harmonisation in risk assessment methodologies and stimulate coherence in risk communication.

In a world that is characterised by increasing globalisation of trade and the growing impact of climate change, we need to keep pace with developments in science and society. Only by stimulating innovation in risk assessment will we be able to address the scientific complexity and the emergence of new hazards in the entire food chain.

With thorough planning and efficient use of resources as set out in this new planning document we are ready to face the future challenges in food safety in the interest of the European citizen.

Bernhard Url
Executive Director

List of acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
AFCWG	Advisory Forum Communications Working Group
AHAW Panel	EFSA Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
ANS Panel	EFSA Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
CBC	EFSA Corporate Business Control Team
CRM	Customer Relation Management Project
CEF Panel	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
COMMS	EFSA Communications Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
DATA	EFSA Evidence Management Unit
DG SANTE	Directorate General for Health and Consumers
DOI	Declaration of Interest
doi	digital object identifier
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemical Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
EKE	Expert Knowledge Elicitation
EMA	European Medicines Agency
EMAS	Environment Management Audit System certification
ENP	European Neighbourhood Policy
EU	European Union
EUAN	EU Agencies' Network
FEED	EFSA Feed Unit
FEEDAP Panel	EFSA Panel on Additives and Products or Substances Used in Animal Feed
FIN	EFSA Finance Unit
FIP	EFSA Food Ingredients & Packaging Unit
FTE	Fulltime staff equivalent
GMO	Genetically Modified Organisms
GMO Panel	EFSA Panel on Genetically Modified Organisms

HUCAP	EFSA Human Capital & Knowledge Management Unit
IAS	Internal Audit Service of the European Commission
IPCHEM	Information Platform for Chemical Monitoring project
IPPC	International Plant Protection Convention
JRC	Joint Research Centre
JRC-IPSC	JRC-Institute for the Protection and Security of the Citizen
LRA	EFSA Legal and Regulatory Affairs Unit
MB	EFSA Management Board
MD programme	Managers' development programme
MS	Member States
MRL	Maximum residue level
NDA Panel	EFSA Panel on Dietetic Products, Nutrition and Allergies
NUTRI	EFSA Nutrition Unit
OECD	Organisation for Economic Co-operation and Development
OHSAS	Occupational Health Safety System
Open SCAIE	Open Scientific Advance Information and Evidence Hub
PLH Panel	EFSA Panel on Plant Health
PPR Panel	EFSA Panel on Plant Protection Products and Their Residues
PRAS	EFSA Pesticides Unit
PROMETHEUS	Promoting Methods for Evidence Use in Science project
PTT	EFSA Planning, Transformation & Technology Unit
RASA	EFSA Risk Assessment and Scientific Assistance Department
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RESU	EFSA Resources and Support Department
RISKCOM	Risk Communication
ROA	rapid assessment outbreak
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	Scientific Data Warehouse Project
SEA	Stakeholder engagement approach
TDI	Tolerable Daily Intake
TERA	Transparency and Engagement in Risk Assessment Project

Mission statement

Our mission:

EFSA is an integral part of the EU's food safety system. As outlined in its Founding Regulation (EC) 178/2002, the Authority's mission is to contribute to the safety of the EU food and feed chain, mainly by:

- Providing EU risk managers with independent, up-to-date and fit-for purpose scientific advice on questions related to food and feed safety, animal health and welfare, plant health, nutrition, and environmental issues specific to the above¹;
- Communicating to the public on its outputs and the information on which they are based;
- Developing uniform methodologies, and collecting and analysing data to allow the identification, characterisation and monitoring of current and emerging risks that have a direct or indirect impact on food and feed safety;
- Cooperating with Member States, institutional partners and other interested parties/stakeholders² in the EU to promote coherent advice and increase trust in the EU food safety system;
- Identifying emerging risks to food safety and contributing to a high level of protection of human life and health.

Our vision:

Trusted science for safe food.

Our values:

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

- **Scientific excellence:** EFSA aims to provide high-quality scientific advice based on the expertise of its network of scientists and staff and the quality of its science-based information and methodologies, which are grounded in internationally recognised standards.
- **Independence:** EFSA is committed to safeguarding the independence of its experts, methods and data from any undue external influence, and ensures that it has the necessary mechanisms in place to achieve this.
- **Openness:** Communicating openly and promptly on its scientific work helps foster trust in EFSA. As well as being transparent, we aim to engage civil society in our risk assessment work and connect with untapped scientific potential.
- **Innovation:** Being pro-active and forward-looking enables EFSA to anticipate new challenges. We believe that regulatory science must keep pace with changes in the natural sciences, industry and society. We are constantly developing and adapting our data and working methods to ensure that the EU food safety system is at the forefront of scientific as well as administrative thinking and practice.
- **Cooperation:** Working together and exchanging knowledge between food safety experts in the EU and globally ensures excellence and efficiency and maximises the available risk assessment capacity and potential. We believe that the totality of food safety expertise in Europe and internationally is greater than the sum of its individual parts.

¹ The phrase "food safety" is used throughout the document as shorthand for "food and feed safety, animal health and welfare, plant health, nutrition, and environmental issues specific to the above".

² As defined in EFSA's Founding Regulation (EC) 178/2002 Article 3 (13).

Section I. General context

As an essential component of the EU food safety system, EFSA contributes to the overarching objectives³ of the European Commission, particularly to achieving “a high level of public health while enhancing the competitiveness of the European Union food and feed industry and favouring the creation of jobs”; it does so both directly, e.g. by safeguarding public health, and indirectly, e.g. by strengthening consumer confidence in the food safety system.

EFSA operates in a world of rapid change and needs to ensure that it can continue to deliver on its tasks and obligations. The main drivers, challenges and opportunities that EFSA expects to encounter between now and 2020 are summarised below.

Public expectations and benefits/opportunities of greater transparency and engagement

Transparency and engagement the two components of openness – are fundamental aspects of EFSA’s work and are enshrined in the Authority’s Founding Regulation. Expectations of more openness have been increasing and are expected to increase further, largely as a product of today’s better informed, faster connected society. Expectations for more transparency are illustrated by the number of requests for access to documents, for access to underlying methodologies and data, as well as for wider engagement in the process of EFSA’s scientific assessment.

EFSA has always striven to be as transparent as possible in all its activities and procedures. It is important to continue building on the procedures in place, while ensuring that challenges are faced in a balanced way, e.g. in terms of extra demands on resources and safeguarding the intellectual property rights of data owners. Greater openness also brings important possibilities. Broader engagement with risk managers and other stakeholders provides opportunities for developing efficient data collection systems to support risk assessment and for monitoring the safety of food on the European market, as well as for strengthening communication and the dissemination of information from and to a wide range of stakeholders with multi-faceted needs.

Such engagement will also make it possible to harvest scientific knowledge, experience and tools developed by stakeholders early in the risk assessment process, and to tap into the unexplored expertise of the wider scientific community – in other words, to look beyond EFSA’s panels and working groups. Addressing these expectations proactively will be essential to EFSA’s ability to maintain and strengthen the trust of its stakeholders.

Emergence of new risks and hazards leading to complex food safety questions

As highlighted in a study commissioned by the European Commission on future scenarios for food safety and nutrition, emerging risks and hazards will increase the need for data, methodologies, analyses and scientific advice on complex food safety questions. Demographic changes – like ageing populations or increasing migration flows – and changes in consumer behavior and attitudes towards nutrition and food production and consumption (driven by, for example, principles of sustainability, such as urban farming or a circular economy) may lead to a further diversification of diets in Europe. Population growth, climate change and food waste all pose challenges to global food security and food safety. Emerging technologies or new applications of existing technologies – for instance in the wider areas of biotechnology, synthetic biology or nanotechnology – will continue adding to the complexity of the food chain and the task of risk assessment. Climate change and environmental pollution are expected to increasingly affect the safety of our food chain.

³ http://ec.europa.eu/food/index_en.htm
http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/index_en.htm

EFSA and its partners, at EU and international level, will have to address these new developments within the context of societal expectations regarding broader, sustainable levels of protection of human, animal, plant and environmental health in the framework of an integrated 'one health' approach.

Evolving scientific knowledge, creating a need for innovative and collaborative approaches

Scientific knowledge continues to evolve rapidly, with methodologies, information and data becoming available on an increasingly global scale. Emerging research areas and scientific developments are constantly bringing new insights to EFSA's work. For example, new findings in biomedical research (e.g. on neurotoxicity, reproductive toxicity and the role of gut microbiota) or advances in molecular biology and gene interaction, epigenetics, analytical techniques, -omics, and metabolic biomarkers for disease and health, the use of whole genome sequencing and next generation sequencing to better identify food borne outbreaks, as well as new knowledge on the cumulative effects of chemical compounds and antimicrobial resistance will directly affect the nature of EFSA's scientific assessments. EFSA collects, appraises, analyses and integrates existing evidence and data to carry out its scientific assessment but does not generate primary evidence itself. It will therefore be increasingly important for EFSA, in collaboration with the wider risk assessment community in the EU and beyond, to partner with research bodies and project consortia, risk managers and funding bodies to identify and prioritise research funding for the generation of data for its on-going work.

EFSA and its partners will have to monitor and take stock of new scientific developments, thus ensuring that its work, and particularly its risk assessment methodologies and evidence, continues to reflect the newest scientific findings available.

The impact of globalisation

As globalisation of trade continues to increase and the global trade share of emerging economies grows, we will see a further integration of regional and national economies, societies and cultures. This will lead not only to an increasingly globalised trade in food and feed products, and the associated 'trade' of hazards and risks, but also to a more complex food supply chain, which poses challenges for EFSA, for instance with regard to the tracing of supranational food-borne outbreaks.

The future of EU food safety and nutrition will increasingly be affected by the actions of global players – such as trade blocs or multinational companies – and the extent to which global cooperation can be achieved when setting and enforcing standards throughout the food chain. In this process, the EU will need to ensure that the existing high standards of food safety are adopted universally or further improved.

A global approach on food safety is crucial to addressing these major challenges and EFSA will have to play an increasingly active role in the development of an international risk assessment community. EFSA increasingly cooperates with organisations like the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the World Organisation for Animal Health (OIE), the International Plant Protection Convention (IPPC), the Codex Alimentarius, the Organisation for Economic Co-operation and Development (OECD) and the European and Mediterranean Plant Protection Organisation (EPPO), as well as with third countries. This cooperation will promote high standards and harmonization in risk assessment and will harness the best expertise available to provide global solutions to global challenges.

Availability of expertise for EFSA's multidisciplinary needs

EFSA staff currently provides support to the members of the Scientific Committee, the ten scientific panels and their working groups. A priority in this area is to maintain EFSA's attractiveness and access to diverse, competent and independent scientific experts. This will be challenging for a number of reasons: organisations making experts available to EFSA also face resource constraints; the population of potential experts is limited by requirements related to independence and the need to be well-versed in scientific assessment approaches; and experts face other demands on their time. EFSA will have to carefully and comprehensively assess these underlying factors. EFSA will also have to examine the sustainability and possible improvements of its current working model and address these issues in cooperation with its partners at EU and international level.

Efficient operation of the Agency's activities

In the coming years, EFSA will continue to execute its core and supporting activities in line with EU legislation. This will be challenging as EFSA's resources are being further curtailed, as is the case with other public organisations – Staffing is set to be reduced by 10% over the five year period 2013-2018 and then remain stable until 2020. The budget over the next five years will, at best, remain stable. At the same time, there is an increasing demand for additional services – such as support to applicants for regulatory products by providing greater clarity of procedures (the gains of which could partially balance out the costs in the medium to long term) – as well as continuous need for investment in preparedness on scientific assessment priorities, in order to reach the Strategy 2020 goals.

Increasing efficiency will therefore be key to the successful execution of core and supporting activities. Enhanced cooperation with Member States and international scientific assessment bodies presents a particular opportunity for improving efficiency. Emerging technologies may also further standardise and automate routine tasks of the Authority, while the use of collaborative digital platforms will help to optimise the involvement of stakeholders and other potential collaborators.

EFSA will need to explore all possible solutions to achieve the needed efficiency gains, from closer collaboration with its partners to innovative working methods and the definition of a prioritisation scheme to address any potential resource bottlenecks.

Section II. Multi-annual programming 2018-2020⁴

1. Strategic objectives

EFSA's Strategy 2020⁵, is outlined in five strategic objectives, which guide EFSA in fulfilling its mission in light of the changing context described in the previous section, while aiming to increase customer satisfaction and the trust of stakeholders in its scientific advice:

- Prioritise public and stakeholder engagement in the process of scientific assessment.
- Widen EFSA's evidence base and optimise access to its data.
- Build the EU's scientific assessment capacity and knowledge community.
- Prepare for future risk assessment challenges.
- Create an environment and culture that reflects EFSA's values.

To implement its strategy, EFSA has set a multiannual portfolio consisting of core processes and projects. The core processes represent the bulk of EFSA's work as they deliver the outputs and results defined in EFSA's mission and strategy, respectively. As foreseen in the strategy implementation plan, EFSA included projects that will deliver benefits in its core processes, such as improved efficiency and quality, and will follow adequate project governance:

- Previously ongoing and planned projects have been consolidated into three multi-annual programmes to coordinate and align those projects that are relevant to information management, risk assessment methodologies management and expertise management at EFSA. These programmes are identified in this document as "information management programme", "risk assessment methodology programme" and "expertise management programme".
- Each development project covers one or more aspects of the strategic objectives, and together they maximise the strategic fit of the multi-annual programme
- A quarterly review of the portfolio ensures that projects stay aligned with the strategic objectives.

The integration of the strategy implementation plan into EFSA's work programme during 2016 gives the full overview of resources dedicated to the achievement of the strategic objectives by current and future processes and projects.

To ensure that EFSA's activities are focused on the achievement of the expected results as defined in its strategy, and to be able to monitor progress, EFSA has enhanced its results based orientation, through a set of KPIs which will be presented at impact and outcome level in the multi-annual part and at input-activity-output level in the annual part. As a number of these are new, EFSA will be building the baseline in 2017 and set targets for period until 2020.

⁴ This section covers the final multiannual plan 2017-2019 to be adopted by the MB in December 2016 and the draft multiannual plan 2018-2020 to be adopted by the MB in December 2016.

⁵ EFSA Strategy 2020, <http://www.efsa.europa.eu/en/corporate/pub/strategy2020>

Table 1: Key performance indicators – Global impact

GLOBAL IMPACT: TRUST AND CONFIDENCE OF STAKEHOLDERS IN EFSA'S CONTRIBUTION TO THE PROTECTION OF PUBLIC HEALTH RELATED TO THE FOOD CHAIN	
Indicator	Description
Synthesis of feedback via surveys from stakeholders, and evaluation reports (by 2020).	This indicator measures the extent to which EFSA achieves a positive/improved image, an improved level of confidence, and is recognised by stakeholders as a key actor in protecting public health related to the food chain.

2. Multi-annual programme 2017 - 2020

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

In the area of provision and communication of scientific advice for general risk assessment priorities and for regulated products, EFSA will provide fit-for-purpose and timely advice to risk managers. EFSA continues to enable citizens and stakeholders to contribute more widely to its scientific assessment processes by promoting communication, dialogue and transparency with the scientific community, applicants and society as a whole. This aims to increase trust, the effectiveness of EFSA's scientific advice and the predictability of the risk assessment process.

Over time, there will be fluctuations and evolution in the nature and the volume of these two core areas of provision and communication of scientific advice, for example, as a result of new risk management priorities, new legislation (e.g. the new animal health and plant health legislation) or outbreaks of food-borne diseases. As scientific advice for general risk assessment priorities and for regulated products will continue to be the central activities of EFSA, their detailed planning and prioritisation will be addressed in EFSA's annual work plans.

Table 2: Key performance indicators – SO1 - Medium and long term impact

1. SCIENTIFIC ADVICE & COMMUNICATION: PRIORITISE PUBLIC AND STAKEHOLDER ENGAGEMENT IN THE PROCESS OF SCIENTIFIC ASSESSMENT						
Performance indicators		Baseline	Target by 2020 ⁶			
			2017	2018	2019	2020
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's scientific outputs (for EC/MS risk managers and stakeholders) and the scientific assessment process and communication tools and material						
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	Risk managers (EC, MS)	2016 feedback exercise	Annual comparison			
	Stakeholders	TBD in 2017	Annual comparison			
	Applicants	APDESK - 2014 survey: Index score = 12 (on a scale from -100 to +100)	N/A	15	N/A	N/A, (18 in 2021)
User satisfaction rating of communication tools and material	EFSA Journal	Outcomes of 2016 journal survey	Positive outcome/increase TBD in 2017			
	Other communication products	TBD in 2017	Positive outcome/increase TBD in 2017			

⁶ Where not defined, baseline to be measured and annual targets to be set in 2017.

**1. SCIENTIFIC ADVICE & COMMUNICATION:
PRIORITISE PUBLIC AND STAKEHOLDER ENGAGEMENT IN THE PROCESS OF SCIENTIFIC ASSESSMENT**

Performance indicators		Baseline	Target by 2020 ⁶			
			2017	2018	2019	2020
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles. This measurement tool has been in place since 2015) Media impact index ⁷		18	20	22	24	25
Outcome: Increased engagement of stakeholders in scientific activities						
Stakeholders' engagement during public consultations and other stakeholders engagement activities	Number of contributions received – total and by stakeholder group	To be measured in 2017	Increase TBD in 2017			
	Number of relevant contributions used in EFSA outputs	To be measured in 2017	Increase TBD in 2017			
	Survey feedback from SEA registered members on the effectiveness of EFSA's stakeholder engagement activities	N/A	Positive outcome in 2018			
Outcome: Full availability of documentation relevant to EFSA's scientific outputs						
Availability of documentation used in EFSA scientific outputs	Proportion of regulated products areas making fully available dossier data to the public (non-confidential parts)	0	NA	NA	TBD	100%
	Proportion of EFSA's scientific outputs providing direct access (linked) datasets and metadata	TBD in 2017	increase TBD in 2017			100%
Outcome: Enhanced outreach of communication						
Social media effectiveness	Increase followers from social media platforms	37213 by Oct. 27th (to be reviewed on Dec. 31st)	+3%	+3%	+3%	+3%
	Traffic to EFSA web content from social media	53089 by Oct. 27th (to be reviewed on Dec. 31st)	+2%	+2%	+2%	+2%
	Social interactions	14,881	+30%	+20%	+10%	+10%
Traffic to EFSA's web content (web metrics): number of sessions		2,383,290 by Oct. 27th (to be reviewed on Dec. 31st)	+0.5%	+0.5%	+0.5%	+0.5%
Number of subscribers to online subscription products (newsletter and alerts)		30,164 (to be reviewed on Dec. 31st)	+1%	+1%	+1%	+1%
Impact, visibility and discoverability of EFSA's scientific outputs (access, downloads, citations)		TBD in 2017	increase TBD in 2017			

⁷ Current methodology for assessing the impact is under review and may change in 2017

General risk assessment

EFSA's multi-annual focus will be on providing scientific advice based on the mandates received in the fields of biological and chemical hazards, animal health, plant health and human nutrition.

In the area of biological hazards the activities will focus on assessing risks regarding food hygiene, transmissible spongiform encephalopathies, *Listeria monocytogenes* in ready-to-eat foods, food-borne viruses, antimicrobial resistance, simplified hazard analysis and critical control points schemes for small establishments, *Campylobacter*, *Echinococcus*, and food-borne parasites.

In the area of animal health and welfare, EFSA will continue categorising animal diseases to support the new animal health law⁸ and in providing support to Member States in the risk assessment and surveillance related to new outbreaks of emergent diseases, such as Lumpy skin disease, African swine fever, Avian influenza.

In the area of plant health, following the approval of the new plant health law by the European Parliament⁹, EFSA will give particular attention to the prevention of new plant pest introduction and outbreaks. EFSA's activities will cover pest risk prioritisation and risk assessment of identified new emerging plant health risks, scientific and technical support to surveillance programs by Member States, pest categorisation and risk assessments to support the new plant health law.

In the area of contaminants, further work in this area may be based on external mandates on heavy metals, process contaminants in food, non-allowed pharmacologically active substances in food of animal origin, masked mycotoxins and natural contaminants in food and feed, as well as detoxification of contaminants in feed. EFSA will also work on the re-evaluation of the temporary Tolerable Daily Intake (TDI) of Bisphenol A.

Regulated products

The evaluation of applications for regulated products will continue to absorb the vast majority of EFSA's resources. EFSA will continue providing support activities and updating its catalogue of services to applicants and will further streamline administrative procedures associated with applications, from receipt to adoption. It will take additional steps to improve interaction with applicants, including targeted support to small and medium enterprises, to ensure a high level of fairness, predictability and accountability in the operations that affect third parties and to simplify the application workflows. The early involvement of stakeholders in the development of guidance documents, through various means, such as discussion group for the development of guidance documents, concept paper before updating/developing guidance is expected to increase clarity about data requirements and scientific evaluation processes. With the same aim, support to stakeholders will continue by providing clarifications on existing guidance documents via webinars and info sessions.

EFSA will provide scientific advice based on the mandates received for the assessment of food enzyme dossiers. A total of 304 applications for food enzymes have been submitted to the EC. A multi-annual work programme 2016-2021 has been established together with the EC to assess the dossiers received.

EFSA will continue working on the re-evaluation of approved food additives in accordance with relevant guidelines and taking into consideration requests from the European Commission (the majority of activities are expected to be terminated by 2020). Activities related to the assessment of new food additives or proposed changes for approved ones will be carried out in parallel. There will also be assessments related to 'other substances' added to food¹⁰ as well as adoptions of opinions on the safe use of food additives used in food destined for infants and young children.

⁸ Regulation (EU) 2016/429

⁹ Regulation of the European Parliament and of the Council on protective measures against pests of plants

¹⁰ Regulation (EC) 1925/2006, Art. 8

The ANS Panel will change its remit from June 2018, including also the evaluation of food flavourings. It will thus support EFSA's re-evaluation of flavourings which is expected to be finalised by 2018. In addition, it is estimated that there will be around ten applications for new flavourings and one or two applications for smoke flavourings per year.

EFSA will continue its safety assessment of additives and monomers for plastic materials and articles in contact with food and recycling plastics.

EFSA expects to finalise the outstanding re-evaluations for feed additives in 2017 and 2018.

EFSA will face a substantial increase in its workload on novel foods when the new novel food regulation will come into effect in January 2018. The new regulation envisages a centralised risk assessment for all applications for novel food and a notification procedure for traditional foods from third countries. EFSA has already published respective guidance documents. With the implementation of the regulation on foods for special medical purposes in 2016, EFSA expects to receive applications in this area in the coming years.

The complexity and workload in the area of pesticides will increase significantly. This is due to increasing demands to assess substances with endocrine disruptor potential following the development of the joint guidance with ECHA. Additional tasks are expected regarding the assessment of pesticides required to control a serious danger for plant health and on co-formulants used in Plant Protection Products.

EFSA will dedicate increasing resources over the period 2017-2020 to progressively eliminate the backlog of outstanding reviews of existing MRLs for all active substances by 2020. The review of active substances, included in the "AIR III" programme will be finalized. EFSA will start the evaluation of the next group, "AIR IV" programme, which includes 212 substances whose approval expires by the end of 2021. The results of the increased resources hired throughout 2016 to progressively eliminate the backlog of outstanding reviews of existing MRLs are expected to become evident.

As recurrent key core activities, the Annual Report on Pesticides Residues and a scientific report to support the EU discussions in the CODEX meeting are published each year. Specific attention will be given to ensuring that the reports are published on time while maintaining the high quality expected of EFSA's scientific assessments. Through the Pesticides Steering Network and in close cooperation with ECHA, EFSA and ECHA will further align the EFSA peer review process and the ECHA process for harmonized classification.

EFSA will continue to deliver evaluations of applications for the use of genetically modified organisms in food and feed as well as for cultivation uses.

EFSA expects to continue delivering evaluations of alternative treatments for animal by-products and on decontamination substances for food of animal origin.

Stakeholders' engagement and communication

Through its risk communication activities EFSA seeks to raise awareness and explain the implications of its scientific work. Further development of better contextualised communication for both risk managers and the general audience is envisaged. EFSA aims to provide appropriate, consistent, accurate and timely communications on food safety issues to all stakeholders and the public at large, based on its risk assessments and scientific expertise.

During the period 2017-2020, EFSA will focus on strengthening clarity and improving information delivery; better understanding and meeting target audience needs; building awareness, understanding and recognition of EFSA in the EU and beyond; promoting coherence in risk communications with the EU and international partners. EFSA will focus on increasing transparency, openness and dialogue, and on developing tools to systematically monitor users' expectations and satisfaction. Engagement will continue to be central to stakeholder initiatives in 2017-2020. EFSA will refresh the way it interacts with stakeholders and pilot the introduction of a system of registered stakeholders and new engagement modalities. A long-term plan is envisaged to strengthen EFSA's engagement with its institutional and media partners aiming at monitoring reputation and media impact.

A new approach to openness, and projects supporting openness, will be at the core of much of the Authority's communications work, as EFSA strives to make its risk assessments – including supporting data and other evidence material – more transparent. The EFSA Journal provides open access to EFSA's risk assessments and scientific outputs within a framework that is meaningful for its scientific experts and staff, and that ensures effective dissemination. Through the partnership with a professional publisher, the editorial quality and accessibility of the scientific outputs is improved and the reach, visibility and impact of the EFSA Journal content are increased. Using the state-of-the-art tools of the publishing industry, the Journal facilitates the reproducibility of EFSA's scientific assessments. In order to enrich the EFSA Journal experience and in line with the needs of strengthened transparency/engagement measures, further work is envisaged in 2019-2020 to link the outputs published in the EFSA Journal with the underpinning evidence and methods used via the Digital Object Identifiers. EFSA will work with its publishing partner to develop the next generation EFSA Journal platform, moving away from the traditional linear journal content presentation towards a 'hub' that will feature enhanced design, the ability to create customised virtual issues on EFSA-specific topics, improved social media access and provide better navigation thanks to the incorporation of classifications and taxonomies.

The initiative will also be supported by the continued improvement of the EFSA website. Communications will build on the progress made up to 2016 in the areas of multimedia, using tools such as interactive infographics, videos as well as new tools such as data visualisations to make EFSA's work more accessible and comprehensible to different audiences.

Key development projects

TRANSPARENCY AND ENGAGEMENT IN RISK ASSESSMENT (TERA)

Openness and transparency are core values of EFSA since its inception. Following the delivery of an ex-ante assessment, the TERA Project will continue to enhance the openness and transparency of EFSA's risk assessments processes by implementing a set of measures by 2020. EFSA will also design a framework guiding its transformation into an open science organization.

INFORMATION MANAGEMENT PROGRAMME

MATRIX

The MATRIX Project (part of the Information Management Programme) aims to provide applicants and stakeholders with a more efficient solution for regulated product applications. This will be done by improving processes, particularly the management of digital dossiers throughout the application lifecycle. Integration of this information with the scientific data warehouse of EFSA will further support the risk assessors' work.

SOCIAL MEDIA AND DIGITAL COLLABORATION

The implementation of a multi-annual social media strategy will increase EFSA's visibility and influence on social media channels and enable EFSA to better communicate and engage with its stakeholders. EFSA will further develop its services in the areas of communication and collaboration for both internal and external stakeholders by implementing a series of digital initiatives including a digital collaboration platform and improving its presence on social media.

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

In the area of data collection and evidence management, EFSA will focus on achieving greater transparency of its scientific outputs by providing, as far as feasible, access to underpinning data and evidence. In doing so, EFSA will intensify collaboration with Member States to encourage the publication of their data on EFSA's data hub. The data exchange on open data platforms as well as the collaboration with other agencies and international organisations will achieve a wider availability of data and evidence. EFSA will improve the interoperability of its scientific data, to enable the receipt and sharing of its data with its stakeholders and the electronic transmission of regulated product dossier data in a structured format.

Table 3: Key performance indicators – SO2 - Medium and long term impact

2. DATA COLLECTION & EVIDENCE MANAGEMENT: WIDEN EFSA'S EVIDENCE BASE AND OPTIMISE ACCESS TO ITS DATA						
Performance indicators		Baseline	Target by 2020			
			2017	2018	2019	2020
Intermediary impact: Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data						
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)		TBD in 2017/2018	Annual comparison			
Use and re-use of EFSA's accessible data and evidence	User statistics from the data warehouse and the evidence hub (Open SCAIE/Knowledge Junction)	TBD in 2017	Increase for 2018-2020, TBD in 2017			
	Data/evidence re-used by stakeholders via citation statistics	TBD in 2017	Increase for 2018-2020, TBD in 2017			
Outcome: Improved access to data						
Data accessibility index	Number of publicly accessible data collections published with no data aggregation from EFSA	1 ¹¹	5 ¹²	7 ¹³	8 ¹⁴	9
	Number of data collection dashboards/aggregates published	11 ¹⁵	15 ¹⁶	17	19	20
Outcome: Wider data coverage						
Number of digital objects (evidence) uploaded to the EFSA open repository		TBD in 2017	Increase for 2018 to 2020, TBD in 2017			
Outcome: Increased standardization and interoperability of data						
Share of regulated product areas covered by structured data		0	NA	NA	TBD	100
Increased maturity in data interoperability – EIF/IMM index ¹⁷		TBD in 2017	Increase for 2018 to 2020, TBD in 2017			
Outcome: Improved quality of data						
Data quality index		TBD in 2017 in the framework of a pilot project under a partnership agreement with Member States	Increase for 2018 to 2020 TBD in 2017			

¹¹ Compendium of Botanicals

¹² As in 2016, in addition data collections on chemical contaminants EFSA owned, chemical contaminants countries ageing on data sharing, chemical hazard, zoonoses level 3 tables (prevalence, FBO, Animal diseases, Animal population)

¹³ As in 2017, in addition: pesticide residues and AMR

¹⁴ As in 2018, in addition: veterinary medicinal products residues

¹⁵ Chemical contaminants frequencies, pesticides residues, zoonoses outbreaks, animal population, animal diseases, prevalence, antimicrobial resistance, consumption, botanicals, food composition, EFSA owned raw data dashboards

¹⁶ As in 2016, in addition chemical contaminants levels, contaminants raw data, FAIM template, veterinary medicinal products

¹⁷ European Interoperability framework for European public services/Interoperability maturity model

EFSA will intensify cooperation with Member States on its standard data collections underpinning the production of scientific advice and the annual EU summary reports, i.e. on zoonoses and food-borne outbreaks; antimicrobial resistance; pesticide residues; veterinary medicinal product residues as well as transmissible spongiform encephalopathies (TSE), the latter being a new data collection. EFSA will optimise its evidence management activities via a stronger coordination and integration of each data domain.

With the Scientific Data Warehouse Project (SDWH) project EFSA created a pan-European hub for data and analysis services, which is accessible to EU Member States, scientific experts and stakeholders who require improved access to information systems and data to enable their work in the panels. The SDWH is open to the general public since 2016. In 2017-2020, the SDWH will be enriched with metadata describing the collected datasets and will be extended with the assignment of digital object identifiers. Finally it will be available using European open data standards to Open Data Portals, including the EU Open Data Portal and IPCHEM Portal. Addressing the changing needs of risk managers, the content of the SDWH will be extended to include molecular typing and other bioinformatics data (e.g. from whole genome sequencing) as well as structured data for studies used in regulatory science (MATRIX Project).

With focus on data interoperability, EFSA envisages to participate in data exchange networking groups, with a view to improving data exchange and interoperability, taking into account international standards.

Key development projects

INFORMATION MANAGEMENT PROGRAMME

The Information Management Programme encompasses several projects handling EFSA's data and evidence in a more open and interoperable way. It coordinates, supervises, steers and monitors those projects over seven years, i.e. from 2014 2020. The programme implements common metadata, common thesauri and common data models, adopting as much as possible EU and open standards. It enables the implementation of current and future tools and services to provide insight into EFSA's information by means of new digital channels and tools.

The development of a centralized framework for Information Access Management (IAM Project) will provide the necessary IT tools and processes to allow a corporate information access management. Among the targets of IAM are the enforcement of master data management, the centralization of identity management i.e. secure access control for users and user groups.

Building on the deliverables of the Open Scientific Advance Information and Evidence Hub (OPEN SCAIE) project, the "Knowledge Junction" community will provide a platform and processes to share and reference, via unique digital object identifiers (doi), scientific evidence and methods needed for EFSA's evidence-based risk assessment, source code, reports, protocols and other materials for risk assessment. The "Knowledge Junction" community runs on the EU-funded Zenodo research-sharing platform and is publically available since November 2016.

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

In the area of cooperation and expertise management, EFSA aims to work in partnership with Member States and international partners to strengthen capacity building and sharing, foster the EU and international risk assessment community, and optimise EFSA's workforce model to increase efficiency, effectiveness and reduce divergences in EU and global risk assessment, thereby increasing trust in the EU food safety system.

Table 4: Key performance indicators – SO3 - Medium and long term impact

3. COOPERATION AND EXPERTISE MANAGEMENT: BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY						
Performance indicators	Baseline	Target				
		2017	2018	2019	2020	
Intermediary impact: Increased efficiency at the European and international level						
Increase of shared and decrease of duplicated/overlapping services/activities/outputs (risk assessments, data, methodologies) at the Member State and European/international level	TBD in 2017	Relative qualitative improvement TBD in 2017 for 2018-2020				
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 organisation and individual level, in general and via specific tools (e.g. grants)						
Satisfaction - general satisfaction with and usefulness of joint outputs - via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	MS, EU, international, third country organisations	TBD in 2017	Annual comparison			
	Individual experts					
Outreach of grant and procurement supporting publications (Access, downloads, citations)	TBD in 2017	Increase TBD in 2017				
Outcome: Building and sharing capacity within the risk assessment community at organisational level						
Risk assessment agenda take-up index	Number of joint projects	N/A	15	17	19	21
	Number of priority areas covered		5	6	8	10
	Number of partners (Member States) in joint projects		20 (8)	25 (10)	30 (12)	35 (14)
	Number of projects not funded primarily by EFSA		0	1	2	4
Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements	5		8	11	11	11
Research agenda take-up index	Number research recommendations taken up in the Member State, EU or international research programmes	TBD in 2017	Increase TBD in 2017 for 2018-2020			
	Number of research projects (EU and international) to which EFSA is participating (actively/passively)	TBD in 2017	Increase TBD in 2017 for 2018-2020			
Participation of Member State organisations to EFSA's work programme (science grants & procurement)	Application rate for EFSA's open calls	TBD for 2017	Increase TBD in 2017 for 2018-2020			
	Number of Article 36 organisations applying to EFSA grants	TBD for 2017	Increase TBD in 2017 for 2018-2020			

**3. COOPERATION AND EXPERTISE MANAGEMENT:
BUILD THE EU'S SCIENTIFIC ASSESSMENT CAPACITY AND KNOWLEDGE COMMUNITY**

Performance indicators	Baseline	Target				
		2017	2018	2019	2020	
Outcome: Building and sharing within the risk assessment community at individual level						
Increased common expertise pool coverage and availability index	Number of applicants (total and eligible), in total for the Panel renewals.	Total: 1150 applicants for 10 panels (2013 to 2015) Eligible: 900 applicants for 10 panels (2013 to 2015)	Total: 2017 call: 50% increase 2021 call: 10% increase Eligible: 2017 call: 20% increase 2021 call: 10% increase			
	Balance of applicants (total and eligible), in terms of age, gender, geography for the panel renewal	TBD in 2017	2017 call: 10% absolute value deviation from the balance defined by EFSA 2017 call: Reduction of the absolute value deviation from the balance defined by EFSA.			
	Elapsed "time to hire" working group experts	TBD in 2017	Measured compliance against threshold defined in 2017			
Panel and WG quality evaluated via the expert Impact factor	Panels expert impact factor	TBD in 2017	Above minimum threshold for 2017 call and 2021 call TBD in 2017			
	Working group expert impact factor	TBD in 2017	Above minimum threshold for 2018-2020 TBD in 2017			
Outcome: Strengthened capacity using innovative ways						
Share of outputs using new types of capacity	This indicator captures the extent to which EFSA together with MS have achieved capacity building through innovative approaches, such as crowdsourcing, cognitive computing, artificial intelligence.	AMU/IMP/MP to establish baseline in 2017	AMU/IMP/MP to establish baseline in 2017			

Each year EFSA relies on more than 1,500 scientific experts for the development of its scientific advice. To maintain and regenerate this pool of experts, EFSA is taking a strategic approach to its workforce requirements with an emphasis on attracting, developing and rewarding staff and scientific experts. To achieve this, EFSA established an expertise management programme, aiming, among others, at further enhancing the availability of external experts collaborating with EFSA.

EFSA, working together with other EU institutions, agencies and international bodies with a risk assessment mandate, will focus its efforts on strengthening and streamlining scientific cooperation with Member States (Advisory Forum, Focal Points, Scientific Networks), EU organisations (agencies, the JRC, reference laboratories), and international networks and fora to ensure a consistent approach to risk assessment at EU level and to contribute to international harmonisation.

At EU level, activities to strengthen capacity building and work-sharing for the coming years include the review and strengthening of the role of the Article 36 network supporting the implementation of common risk assessment agenda priorities. This newly established EU risk assessment agenda provides a new modus operandi for the Advisory Forum to agree on common priorities for cooperation with other Member States, to avoid duplication of work and make best use of resources. Joint projects will address these identified priorities. A small number of these projects may potentially be supported by grants from EFSA, others through resources identified through other European or international funding schemes, or through other

ways such as workshops, establishment of a particular network, and the exchange of data and information.

EFSA will also continue to set up cooperation clusters with EU agencies, reference laboratories and Member States, in close collaboration with the European Commission DG Research and Innovation and its Joint Research Centre with the aim is to strengthen the identification and take-up of research priorities by funding bodies, as well as EFSA's participation in research programmes to ensure it stays abreast of scientific developments.

In the area of pesticides, the Pesticides Steering Network will develop and implement a plan for improving the cooperation between the rapporteur, other Member States and EFSA scientists during the risk assessment phase. This will lead to further efficiency gains, increasing transparency and ensuring an early identification of key scientific issues that should be discussed at an early stage in order to facilitate common grounds during the EFSA peer review process.

EFSA supports networking between pre-accession countries, EU Member States and regional cooperation initiatives aiming at increasing the preparedness on common food safety issues such as transboundary animal diseases. The pre-accession project activities in the next period will focus on facilitating data collection and reporting to EFSA, specifically in the area of zoonoses, antimicrobial resistance and foodborne outbreaks, also in close cooperation with ECDC. EFSA will apply for a new pre-accession project in 2017 to allow networking activities with pre-accession countries to continue.

On the international level, EFSA will continue to prioritise multilateral cooperation and increasingly liaise with international agencies, promoting harmonisation of methodologies and tools, and development of guidance. Important progress in stimulating coherence with EU and international partners in risk communications is expected through the creation of an international platform on risk communication. EFSA will also continue to advise international partners on the establishment of regional risk assessment structures across the world, in Southeast Asia (ASEAN), Africa, the Gulf Countries, South and Latin America. The overall aim is to promote a coherent voice and to align priorities by enhancing the existing cooperation with 11 risk assessment bodies outside the EU and by establishing cooperation with 15 new third countries - including China and countries in South America and Africa - and five international organisations.

Key development projects

EXPERTISE MANAGEMENT PROGRAMME

Within the expertise management programme, EFSA aims to reinforce the perception of EFSA as an attractive work place and thus improve the quantity and quality of prospective staff and experts. In part, the project also improves the usability and integration of the various information technology solutions used by scientific experts in their work with EFSA. Fostering the growth of the risk assessment community encompasses efforts to create talent pools and communities of knowledge. This will increase the risk assessment capacity, including feasibility studies, piloting and implementation of expert knowledge elicitation, crowdsourcing and cognitive computing solutions in specific areas of EFSA's work.

2.4. Prepare for future risk assessment challenges

The section of preparedness and methodological development of EFSA's portfolio focuses on the anticipation of risk assessment priorities and related methodologies and evidence needs to ensure EFSA is prepared for present and new challenges in a dynamic food safety system. Innovation ensures that EFSA's scientific assessments remain relevant, while it helps harmonising methodologies across Europe and internationally to improve food safety, promote trust and reduce divergence.

EFSA will strengthen its involvement with Member States, the European Commission, European agencies and international partners in the review, development and harmonisation of cross-

cutting and sectoral guidances and methodologies that underpin its risk assessments, and in the identification of emerging risks and crisis preparedness.

Table 5: Key performance indicators – SO4 - Medium and long term impact

4. PREPAREDNESS AND METHODS DEVELOPMENT: PREPARE FOR FUTURE RISK ASSESSMENT CHALLENGES						
Performance indicators		Baseline	Target by 2020			
			2017	2018	2019	2020
Intermediary impact: Increased effectiveness of preparedness and response						
Preparedness with data, methods and expertise to address a risk assessment Question when received and mutually agreed	% of questions for which data, methods, expertise is readily available	TBD in 2017	Increase for 2017-2020 TBD in 2017			
	% of questions delivered within the initially agreed timelines (regular and urgent)	TBD in 2017	100	100	100	100
Intermediary impact: Increased satisfaction of stakeholders with regards to EFSA's preparedness, methodologies and response						
Satisfaction via feedback surveys: positive and relative qualitative improvement (with regards to follow-up actions)	Risk managers (EU & MS)	TBD in 2017	Annual comparison			
	Stakeholders (general)	N/A	2019 comparison			
	MS, EU, international, Third country organisations	TBD in 2017	Annual comparison			
Use of EFSA's guidance, methodologies, tools (access, downloads, citations)		TBD in 2017	Increase TBD in 2017 for the years 2018-2020			
Outcome: Fostered use of new approaches and enhanced ability to anticipate and respond to risks						
Number and proportion of new approaches (self-tasks & internal mandates) moving from feasibility to piloting, to endorsed guidance's, to training, and them being applied in risk assessments according to plan		TDB in 2017	TBD in 2017 for 2018-2020			
Outcome: Accessibility of EFSA methods & tools						
Number of methods & tools readily accessible for use by external users (available in the online repositories and platforms)		TDB in 2017	Increase for 2018-2020 TBD in 2017			
Outcome: Harmonisation of risk assessment methodologies						
Increase in the use of cross-cutting guidance's by EFSA panels		TDB in 2017	TBD in 2017 for 2018-2020			
Use of the obligatory guidance's by panels and working groups		TBD in 2017 (compliance check on the use of obligatory guidance)	100%, to be measured in 2019			

In the years until 2020, EFSA will plans exert continuous efforts to develop methodologies and further strengthen horizontal processes and tools for emerging risk identification and crisis preparedness. With regards to the latter, EFSA will implement a crisis training program with the objective to develop urgent response capacity on both risk assessment and risk communication focusing on different areas of EFSA's remit. The development of methodologies enabling backward and forward traceability of foods following a food-borne outbreak will be the focus in the period 2017–2020.

Methodological developments for horizon scanning and risk ranking, as well as surveillance methods, will support EU plant health crisis preparedness. The work on horizon scanning will build on the existing cooperation with the JRC on automated media monitoring on new or emerging plant pests, which will be extended with literature monitoring. In the area of surveillance, the tools developed by EFSA for animal health and food safety will be improved and validated to be used also for plant health and tested in cooperation with the European

Commission and Member States. The focus in the area of plant health will be newly identified risks and outbreak preparedness, e.g. in the case of *Xylella fastidiosa*, as well as assessment of the risk of plant pest introduction into the EU with plant commodities, such as in the case of *Phyllosticta citricarpa* and other quarantine plant pests.

In the period 2017-2020, preparedness work in the area of animal health and welfare will focus on risk profiling of the introduction and spread of vector-borne diseases and animal welfare indicators for farmed animals. Highlights in the area of international collaboration will include harmonised data collection on the geographic distribution of vectors of human and/or animal pathogens in Europe and the Mediterranean Basin, and the planned harmonised surveillance of disease in wildlife populations.

In the biological hazards area, work will focus on the application of new methodologies for risk assessment and surveillance such as molecular typing methods, e.g. whole genome sequencing, and on antimicrobial resistance (AMR). In the area of AMR, work will be done in cooperation with EMA and ECDC on: the assessment of the food chain contribution to public health risks arising from AMR in biological hazards and identification of control options; harmonization of monitoring and reporting of AMR in veterinary and zoonotic pathogens; integrated analysis of antimicrobial consumption and AMR along the food chain; and identification of outcome indicators to better monitor trends. Scientific advice will continue to be provided in the form of rapid risk assessments during emergencies in cooperation with ECDC.

Guidance development work will include the Scientific Committee guidance on the use of a weight-of-evidence approach for risk assessment (expected in 2018), the integration of biological relevance for toxicological risk assessment (expected in 2017) and harmonised methodologies for the characterisation of uncertainties (finalization expected in 2017). The Scientific Committee will also revise and update the guidance on the use of the threshold of toxicological concern (TTC) approach and produce guidance on the risk assessment of substances present in food intended for infants. Activities to produce guidance on the human and environmental risk assessment of substances present in nanoform have also been initiated. The ongoing activities of sharing information on international practices in all these areas will continue and dedicated activities will be organised to disseminate knowledge on the methodologies.

EFSA's scientific panels will continue to develop and update guidance for applicants in the area of regulated products. This work will help provide the basis for harmonised, reproducible risk assessments and make the pre-authorisation process more efficient and predictable.

Risk assessment of GMOs will increasingly involve evaluation of all hypothetically possible sub-combinations of multiple-stack events. This requires the development of risk assessment strategies. An updated guidance on risk assessment of flavourings will be prepared, with particular consideration of the methods for evaluating exposure.

In the area of pesticides, several activities covering the methodological developments for human health, of relevance also to other areas of EFSA's remit, are on-going and planned. The main focus will be on cumulative risk assessments, use of epidemiological data and the assessment of uniquely human diseases - requiring a different approach than traditional animal models - and improving the risk assessment for consumers. As indicated in section 2.1, EFSA will develop joint guidance with ECHA for assessing the endocrine disruption potential¹⁸.

Regarding environmental risk assessment, new developments are expected in the areas of environmental fate and ecotoxicology, covering all non-target groups, birds and mammals, amphibians and reptiles, as well as aquatic organisms. The focus will be on modeling tools, bees, other non-target arthropods, soil organisms and non-target plants. EFSA will launch a long-term project for landscape environmental risk assessments addressing environmental and ecological variability. The initial focus will be on pesticides and plant health with a view to extend the project to other areas where EFSA is responsible for the assessment of environmental risks. This will complement EFSA's ongoing work on the development of a multi-disciplinary approach to the risk assessment of honeybees. In the area of plant health, EFSA will work on guidance to produce a tool for quantitative risk assessment of plant pests.

¹⁸ Regulation (EC) 1107/2009

Key development projects

METHODOLOGIES PROGRAMME

EFSA set up the risk assessment methodologies programme in order to drive the coordinated identification, prioritization and management of guidance and methodologies development. Within the efforts towards achieving more openness, EFSA will further develop the Knowledge Junction¹⁹ to enable links to methods and tools developed by EFSA as well as other scientific bodies in cooperation with Member States and international partners.

The PROMETHEUS project (Promoting Methods for Evidence Use in Science) aims to define and implement principles, processes and methods for the use of evidence in scientific assessment. It has critically evaluated available methods to fulfill these principles (e.g. collecting, validating and integrating evidence, ensuring transparency and data accessibility). It will now be piloted in prioritized risk assessment activities and will continue in its second phase to identify the need for EFSA to define or refine specific methodologies.

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

EFSA's horizontal, governance, coordination, and support services focus on assuring that EFSA has established an efficient, transparent and responsive environment and culture, ensuring the effective implementation of EFSA's strategic plan. EFSA will comply with the highest standards of performance and integrity by fostering a results-based orientation and by increasing collaboration and innovation. By optimising human, technical and financial resources, EFSA will ensure its efficiency, compliance and overall accountability.

Table 6: Key performance indicators – SO5 - Medium and long term impact

5. ORGANISATIONAL PERFORMANCE: CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES						
Performance indicators	Description	Baseline	Target			
			2017	2018	2019	2020
Intermediary impact: Sound operational performance						
Proportion of KPIs of the programming documents (intermediate impact, outcome and output) reaching target		TBD in 2017	Intermediate impact: 80% Outcome: 90% Activity/Output: 100%			
Clean discharge achieved (by the European Parliament)	Discharge is granted	yes	yes	yes	yes	yes
	Accounts are closed	yes	yes	yes	yes	yes
	Observations are followed up within the prescribed deadlines	100%	100%	100%	100%	100%
Intermediary impact: Efficiency						
Improved ratio of effort (FTE) spent in operational vs support activities		2016 actual: 73.5:26.5	>75:25			
Efficiency index in EFSA's activities	Mature processes: improved index (ratio of outputs and/or quality/satisfaction) over the inputs used)	Efficiency framework & baseline TBD in 2017	TBD in 2017 for the years 2018-2020			
	Process maturity index: percentage of standardised processes over total (with input/outputs relationships and clear efficiency targets/SLAs)					
	Projects: improved index (delivery on budget, on time, in scope or better)					
Outcome: People and Culture						
Staff engagement index (feedback)	Total favourable/engagement (%)	63/76 (2015)	>60/75	NA	>70/80	NA

¹⁹ Also mentioned in SO2

**5. ORGANISATIONAL PERFORMANCE:
CREATE AN ENVIRONMENT AND CULTURE THAT REFLECT EFSA'S VALUES**

Performance indicators	Description	Baseline	Target			
			2017	2018	2019	2020
survey_(based on biannual survey - inter-agency framework):	Organisational awareness/commitment	N/A, TBD in 2017	TBD in 2017 for 2018-2020			
	Intention to stay (%)	45 (2013)	45-50	NA	50-55	NA
Management and leadership index	Management feedback survey a) Line management; leadership b) Overall satisfaction	a) 69%;46% b) 60%	a) 70%; 55% b) 65%		a) 75%;65% b) 70%	
	Occupancy rate (%) Statutory staff year average	95%	>95.5%		>96%	
	Competence management maturity level	TBD via: a) Feedback of the participants in the Managers' Development (MD) programme in 2017 b) EFSA compliant with European skill competency & occupation in 2017	Increase in maturity level for 2018-2020 to be defined in 2017 based on feedback from the first survey to be launched for managers who participate in the MD programme			
	Outcome: Compliance					
Compliance index (to laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of non-compliant events; exception requests; respective financial impact	<25;90;150K€ (2015)	<25;90;150K€			
	Percentage of compliance with the internal control standards (ICS)	80 (2015)	85	90	95	95
	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser)	0;4 (2016)	0;<5			
Outcome: Enabling work environment						
Innovative collaboration methods supported by world class IT tools	Physical meetings/tele-meetings ratio (experts & networks)	85/15	80/20	75/25		
	Physical meetings - staff	TBD in 2017	Decrease TBD in 2017 for 2018-2020			
	Email traffic (staff, experts, networks)	TBD in 2017				
	Social media (staff, experts, networks)	TBD in 2017				
Outcome: Capabilities						
Performance based management maturity level		TBD in 2017	TBD in 2017 for 2018-2020			
World class IT maturity level (COBIT model)		TBD in 2017	TBD in 2017 for 2018-2020			

With focus on EFSA's people, organization and processes, activities in this area will ensure sound operational performance in services to scientific experts, staff and institutional partners while ensuring compliance. At the same time, through the centralization of responsibilities deployed through horizontal services, a focus on performance of the outcomes of strategic objective 1 to strategic objective 4 will safeguard EFSA's overall strategic plan.

EFSA will evolve toward a four dimensional service delivery model: strategy and policy development, corporate management oversight, business partnering and transactions services.

The key aspects of the evolutions of these horizontal services are:

- An integrated approach to governance and accountability and a strong focus on performance and results across all departments, in line with the strategy of the EU Agencies Network and the European Commission. This will enhance the quality of analysis

and insight provided to EFSA's management, its Board and the Institutions towards the realisation of EFSA's strategic objectives.

- Consolidating the assurance functions to strengthen the overall monitoring of risk, and leveraging the quality certification and the recently completed mapping of EFSA processes through a continuous improvement practice. This includes maintaining strong audit records, the completion of the centralisation of the management of competing interests, and a revised policy on independence, as well as the enhancement of EFSA's business continuity plan.
- Continuing the year-over-year increase in performance of project and change management, financial management, environmental and facility management, in order to continue increasing efficiency of processes, (building on the strong result in efficiency obtained in 2015) and the wellbeing of staff. Improved processes (implementation of paperless workflows, centralization of missions, meetings and events governance, new travel arrangements for experts, reduced time to hire etc.) will generate higher reliability, speediness, savings and increased customer satisfaction. Shared processes will be sought for at EU agencies level to generate synergies and economies of scale, especially in the procurement area²⁰.
- Continue to invest in the development of people and organisational performance and capabilities, and to integrate leadership and managerial standards into management policies and tools. EFSA will introduce novel approaches to promote and maintain a reward culture. It will also pilot, develop and implement innovative collaboration and engagement mechanisms for its staff, experts and partners such as via social networking.
- Continue the rationalization and modernization of existing IT platforms and infrastructure while deploying standard solutions and investing in new computational platforms. The majority of IT resources will be dedicated to support the development projects described in this and the previous sections. EFSA will begin to design the next generation of the IT supply chain in 2017 as a new service model and supply chain is required by 2019. The digitalisation and opening of EFSA's boundaries will require an increase in cyber-security practice, aiming for best-in-class security levels by 2020. In this context EFSA will also continue to reinvest savings achieved through its multi-annual efficiency programme in better collaboration, communication and productivity tools.

Key development projects

EXPERTISE MANAGEMENT PROGRAMME

EFSA will complete, through its Programme for Expertise Management, its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts. This is a key factor in enhancing performance and reputation, in line with good practice and supported by best technology tools to achieve efficiency gains.

INFORMATION MANAGEMENT PROGRAMME

Through its information management programme, EFSA will continue its efforts to set up organisation-wide information governance by defining roles, responsibilities, authorities and accountabilities for the complete information lifecycle, as well as to strengthen its quality orientation with the definition of an efficient records and correspondence management in line with EU standards.

CUSTOMER RELATIONSHIP MANAGEMENT

EFSA will launch a corporate customer relationship management project (CRM project, part of the Information Management Programme) in 2018-2019. The project aims at centralizing the management and analysis of EFSA's customer and stakeholder relationships with: the European Commission, European Parliament and Member States; key partners, such as Member State

²⁰ As an example, the cloud tender led by EFSA on behalf of 20 agencies proved a success generating €2.5 million overall cost savings. The grouping of tenders will be explored for external audit, LinkedIn, equipment maintenance, telephone and banking services.

national authorities, Focal Points, Article 36 organizations; international partners; EFSA experts; and other stakeholders, such as applicants and data providers, as well as participants at EFSA's events.

3. Human and financial resource outlook for the years 2017-2020

3.1. Overview of past and current situation

The EU multi-annual financial framework for 2014–2020 translates the political priorities of the EU into financial reality. For EFSA – considered as a 'cruising speed' agency – this entails a reduction of 2% of posts in 2017 and 1% in 2018. The EFSA budget is expected to remain stable at around €79.2 million until 2018 and increase to €82.5 million by 2020.

The resource allocation for the period reflects the following main drivers:

- A reduction of the establishment plan until 2018 as per the multi-annual financial framework, resulting in an overall reduction of EFSA's workforce by 36 posts. This is addressed via maximising efficiency gains and by applying negative priorities.
- A most likely stable EFSA budget until 2018, with steadily increasing personnel cost as rises in salaries and occupancy rate are not compensated by the reductions in the establishment plan. This results in an increase in Title I, which can only be compensated by decreases in Title II and Title III, made possible via the relentless drive for efficiency gains and by applying negative priorities. The expected increase of the budget from 2019-2020 should be sufficient to cover the increased personnel cost, particularly for 2020.
- New tasks: EFSA is expecting additional tasks in the area of regulated products, plant health risk assessment and data collection, which will generate additional workload. These new tasks are in the areas of:
 - Pesticides: new requests regarding the approval of active substances and the assessment of co-formulants, and the assessment of endocrine active substances under Reg. 1107/2009
 - Novel foods: additional tasks introduced by the new Regulation²¹, namely a centralised assessment by EFSA starting from 1 January 2018, and a fast-track procedure for traditional foods from third countries imposing strict deadlines on EFSA.
 - Plant health: following the approval of the new plant health regulation by the European Parliament, a particular focus will be given to prevent introduction and outbreaks of new plant pests, with new tasks on horizon scanning and surveillance support to Member States, to be set up and implemented from 2017-2020 (these activities are expected to continue in the following years); moreover an increased workload is expected for the categorisation of plant pests that started in 2014 and will continue with a considerably higher number of assessments in the period 2017-2020.
- Stable resources allocated to general risk assessment (Strategic Objective [SO] 1). As already indicated, there will be an increase in the amount of work in the area of plant health from 2017 onwards to address the requests within the context of the new plant health regulation. The number of other requests in the area of provision of scientific advice is expected to remain relatively stable over the years at an average of approximately 60-80 questions per year, and to increase by 40-50 additional questions for plant health pest categorisation.
- High workload in the area of evaluation of regulated products (SO1). This generated a backlog of evaluations, particularly in the area of pesticides, which is progressively being absorbed over a time span stretching beyond 2020, through re-prioritisation of activities

²¹ Regulation (EU) 2015/2283

and the provision²² of additional resources. Furthermore, additional workload is expected in the areas of pesticides and novel foods requiring a substantial workforce increase. The workload related to health claims and dietary reference values is expected to decrease, but with a smaller impact.

- Relative stability of resources allocated to communication and stakeholder engagement (SO1) with the strengthened efforts in engagement as of 2017 and onwards.
- Relative stability of resources allocated to expertise management and cooperation (SO3) and governance, coordination and support (SO5), but increased demand for new data collections in the area of evidence management (SO2), and for plant health preparedness in the area of methodological development/preparedness (SO4).
- Stable year-on-year investment on modernizing EFSA, i.e. organisational development projects and self-task activities, to support strategy implementation towards fulfilling customer expectations and keeping EFSA a relevant global risk assessment player. (SO1-SO5).

3.2. Resource programming for the years 2017-2020

Financial resources

The figure below shows the forecast for the distribution of financial resources by strategic objective in the period 2017-2020.

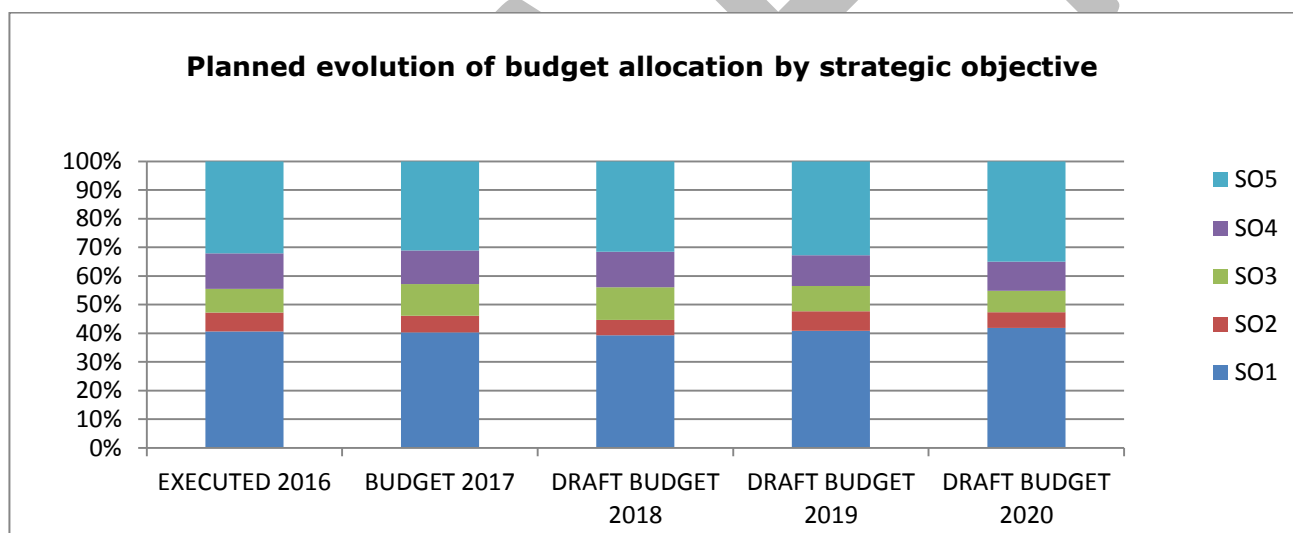


Figure 1. Financial resources by SO in the period 2016-2020

²² Ten additional short-term contract agents were requested in 2015. The deployment of this additional workforce capacity has started in the fourth quarter of 2015 and will be finalised in 2016.

Human resources

Figure 2 shows the forecast allocation of human resources by strategic objective in the period 2017-2020.

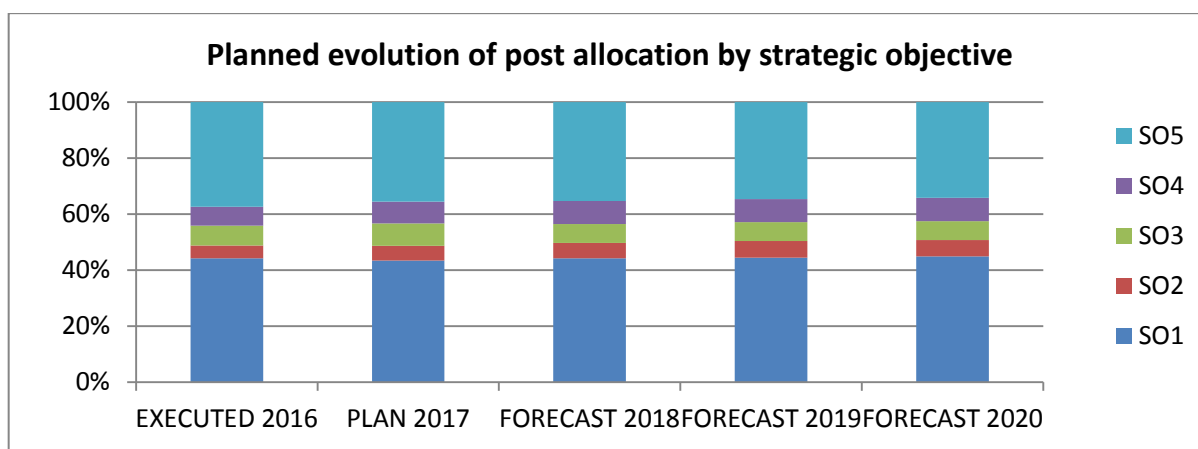


Figure 2. Human resources by SO in the period 2016-2020

The following table gives an overview of human resources by category in the period 2016-2020.

Table 7: Human resource overview

HUMAN RESOURCES	2016	2017	2018	2019	2020
	BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST	DRAFT BUDGET REQUEST
Establishment plan posts: AD	230	227	226	226	226
Establishment plan posts: AST	100	96	93	93	93
Total establishment plan posts	330	323	319	319	319
Contract agents	125	125	125	125	125
Seconded national experts	15	15	15	15	15
TOTAL STAFF	470	463	459	459	459

Capacity vs demand balance

Focussing on human resources, EFSA has implemented capacity and efficiency gains actions aiming at generating an extra 15% capacity in five years. Part of the added capacity is linked to occupancy rate improvements (from 93.8% in 2014 to 98.4% expected in 2017) obtained by improving the recruitment process as well as optimising the use of interim resources for covering long term absences. The remaining part of the extra capacity has been generated via efficiency initiatives as detailed in the table below.

Table 8: Sources of human resource capacity increase²³

SOURCE	PROGRAMME	PROJECT	2015	2016	2017	2018	2019
Efficiency gains	Information management programme	EFSA Journal outsourcing	0.0	1.0	10.0	10.0	10.0
		EFSA website update (AGORA)	0.0	1.5	1.5	1.5	1.5
		Information access management & metadata (IAM)	0.0	0.0	0.1	0.1	0.1
		Open ScAIE	0.0	0.0	-0.5	-0.5	-0.5
		Records and correspondence management	0.0	0.0	0.5	0.5	0.5
		Regulated products workflow (MATRIX)	0.0	0.0	0.0	7.5	7.5
		Scientific data warehouse (SDWH)	0.0	1.3	2.0	2.1	2.1
		Total	0.0	3.8	13.5	21.2	21.2
	STEP 2018	STEP 2018 and paperless workflow	14.0	17.0	19.0	19.0	19.0
	Expertise management programme	Missions centralisation and travel outsourcing	0.0	0.0	0.0	9.0	9.0
		Obligations and rights management-SYSPER	0.0	0.0	0.0	2.0	2.0
		Talent Management	0.0	0.0	0.0	5.0	5.0
		Total	0.0	0.0	0.0	16.0	16.0
	Efficiency gains total			14.0	20.8	32.5	56.2
Increased occupancy rate impact			4.0	11.0	21.0	24.0	24.0
Total generated capacity			18.0	31.8	53.5	80.2	80.2

Assuming that the overall demand of resources generated by development initiatives will remain stable over the years, the increased capacity in human resources is being used mainly to cover the mandatory reduction of posts within the establishment plan (36 posts in the period 2013-2018), to face the increased complexity of the scientific work, to meet the increased workload linked in certain core activities and to confront the increased effort required to improve transparency and stakeholder engagement in the scientific work. The table below shows the expected impact on human resources demand from these different sources.

Table 9: Sources of human resource demand increase

IMPACT	SOURCE	2015	2016	2017	2018	2019
Post reductions		-18.0	-24.0	-31.0	-36.0	-36.0
Increased complexity		-4.0	-8.0	-12.0	-16.0	-20.0
Increased demand for work load	Increased workload novel food		-3.0	-6.0	-6.0	-6.0
	Increased workload pesticides endocrine disruptors criteria		-3.0	-3.0	-3.0	-3.0
	Increased workload AIR IV additional tasks		-7.0	-6.0	-6.5	-5.0
	increased workload co-formulants in PPPS		-0.3	-1.0	-1.5	-2.0
	Increased workload pests categorisation, pest horizon scanning system and plant pest surveillance system			-5.0	-5.0	-5.0
	Increased workload EU Agencies Network: coordination		-1.0	-6.4	-0.6	
Increased demand for work load total		-14.2	-27.4	-22.6	-21.0	-14.2
Increased transparency and engagement		0.0	-8.0	-13.0	-18.0	-23.0
Total demand to be covered		-22.0	-54.2	-83.4	-92.6	-100.0

²³ Efficiency gains figures to be considered as cumulative, e.g. Missions centralisation and travel outsourcing will produce efficiency gains of 9 FTEs in 2018 that will be carried over in 2019 and on.

It appears from the above that demand of human resources and expected capacity increases are not balanced in the coming years with an estimated shortfall of 20 FTEs per year resulting as an average (yearly figures vary depending on the timing of the demand and capacity changes).

Table 10: Balance of human resource demand and capacity increases

	2015	2016	2017	2018	2019
Total capacity increases (FTEs)	-4.0	-3.2	1.5	20.2	20.2
Total demand increases (FTEs)	0.0	-19.2	-31.4	-32.6	-40.0
Balance	-4.0	-22.4	-29.9	-12.5	-19.9

The human resource shortfall provides only a partial view on the impact of the increased demand as shortfalls in specific competency areas are not fully aligned with the areas where extra-capacity is created.

In order to address the gap in human resource capacity, EFSA will continue its efforts towards further efficiency gains while strengthening its capability to predict, measure and manage efficiency gains (as part of its deployment of results-based approach. Where additional efficiencies will not cover the expected human resources shortfall, EFSA will have to request additional workforce from the budgetary authorities or apply negative priorities.

Within this context, it may be necessary for EFSA to identify negative priorities. EFSA always prioritises its core activities i.e. responding to the requests from its customers, while safeguarding the necessary investment for development and initiatives to ensure EFSA remains relevant and prepared in the medium to long term. Human resource shortfall will lead to a decrease of resources available for the implementation of EFSA's five year strategy. This will potentially slow down the pace of the transformation, in particular in the areas of expertise management (services to experts and staff), cooperation, capacity building and sharing (particularly in the area of international cooperation), preparedness (scientific assessment data and methods), and the level of ambition in EFSA's communication and engagement with stakeholders throughout the process of risk assessment.

Section III. Preliminary draft work programme year 2018

1. Executive summary

In 2018, EFSA will have an extensive programme of scientific work addressing and communicating on approximately 430 requests of risk managers for scientific advice on the evaluation of applications for regulated products and approximately 100 requests on priorities related to food and feed safety, animal health and welfare, plant health, and human nutrition.

EFSA's people, its scientific experts, the partner organisations in Member States and beyond, and its staff, comprise the pool of knowledge, expertise and experience necessary to deliver against its work programme. To this end, EFSA looks forward in 2018 to the conclusion of the renewal of its Scientific Committee and Scientific Panels. EFSA's efforts to further strengthen capacity building and sharing among knowledge hubs in the Member States will continue with the kick-off of the first projects under the new grant scheme for partnering projects, and an innovative approach for Article 36 networking.

To further improve in the provision of scientific advice, both in quality and in efficiency, EFSA will carry out key initiatives that will be guided by the multi-annual strategy implementation plan set in 2016 to achieve the EFSA's five strategic objectives.

To streamline the process of scientific assessment of applications, EFSA will further enhance the interaction with applicants in the pre-submission stage and will complete the definition of dossier structures for all sector areas towards the implementation of the electronic management of applications (submission, management and communication). In order to enhance the engagement of partners and stakeholders throughout the risk assessment workflow, EFSA will roll out the implementation of an enhanced digital collaboration platform and will roll out its plan defined in 2017 to expand EFSA's social media presence via an integrated cross channel and content strategy.

Within the aim of broadening EFSA's evidence base in prioritised areas and maximising the access to its data, EFSA will continue exploring the possibilities for a new data collection on whole genome sequencing and will update its scientific data warehouse, the hub for the EFSA open data strategy, with new food consumption data from the EU Menu project. EFSA will complete populating the open advanced scientific information and evidence hub and Knowledge Junction platform (OPEN SCAIE) launched in 2016, with grey literature repositories.

The coordinated development and implementation of new guidance and methodologies for risk assessment will continue to be key activities to advance risk assessment, among them the piloting and evaluation of the PROMETHEUS approach. EFSA will continue publishing reports on cumulative risk assessment of pesticides and will also publish a scientific report on applicability of QSAR models for genotoxicity. The outcome of the holistic field survey on bee health launched in 2017 will support the development and validation of the MUST-B model with the objective of ensuring a holistic multifactorial risk assessment. EFSA will continue working on the development of preparedness in plant health, by developing horizon scanning and start rolling out surveillance support to Member States, as well as on the multi-sectorial activities on AMR in collaboration with other EU agencies (EMA, ECDC).

EFSA's third independent external evaluation on its achievements, according to Article 61 of EFSA's Founding Regulation (EC) 178/2002 will be completed in 2018 with the adoption by the Board of a list of recommendations to integrate in EFSA's multiannual strategic planning and performance monitoring framework.

2. Activities per strategic objective

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

The implementation of the TERA project measures will continue with the implementation of additional measures, focusing, among others, on a pilot of external peer-review for relevant scientific opinions and the outcome of pilots on the application of the PROMETHEUS methodology. In 2018, EFSA will decide on the way forward with the application of this methodology on all EFSA's risk assessments. Work will continue on the harmonised risk assessment terminology.

EFSA will continue working on mandates in the areas of food hygiene, food-borne zoonoses such as transmissible spongiform encephalopathies (TSEs), and on antimicrobial resistance (AMR).

In the area of food hygiene, EFSA will provide scientific opinions on microbiological criteria, while work will continue in the area of food-borne zoonoses. In the area of TSEs, EFSA will work on scrapie, chronic wasting disease in cervids and BSE cases born after the total feed ban. In addition, through cross-departmental collaboration, EFSA will produce statements on the qualified presumption of safety (QPS).

In the area of contaminants and chemical hazards, EFSA will continue issuing opinions on pharmacologically active substances, natural toxins, and environmental and process contaminants in food and feed (dioxins, perfluoroalkylated substances, chlorinated paraffins). EFSA will provide outputs on detoxification of contaminants in feed, mycotoxins and natural toxins in food and feed, pharmacologically active substances in food of animal origin, and process contaminants (e.g., furans).

In co-operation with ECDC, EFSA will deliver the yearly European Union summary report on trends and sources of zoonoses, zoonotic agents and food-borne outbreaks. EFSA will also deliver the yearly European Union summary report on antimicrobial resistance in zoonotic and indicator bacteria from humans, animals and food, and the yearly European Union summary report on TSE, as well as the annual report on the results from the monitoring of veterinary medicinal product residues and other substances in live animals and animal products. Other joint ECDC/EFSA technical reports include rapid assessment outbreaks as appropriate.

EFSA will continue providing plant health risk assessments for plant pests and pathogens for the EU territory, as well as peer review pest risk assessments and other justification documents prepared by third parties. It will provide risk assessment and communication on newly emerging plant pests and pathogens (e.g. *Xylella fastidiosa*), and other outputs including state-of-the-art reports on biology, epidemiology and control, based on advanced research results. It will continue the risk assessment work to update the legislative annexes in support of the new EU quarantine plant health law. To this end, it will deliver fit-for-purpose and stepwise advice, developing pest categorisations, complete pest risk assessments and an evaluation of the effectiveness of risk reducing options. In particular, work will continue on the mandate to deliver pest categorisations for the remaining legislative annexes (in 2017-2020 it is expected to work on other 150 pest categorisations).

Further requests from the European Commission related to the categorisation and prioritisation of animal diseases in the context of the new animal health law are expected for 2018. EFSA will provide outputs on specific diseases depending on the disease context and will continue its support and risk assessment related to outbreaks of vector-borne diseases in EU Member States.

In the area of food contact materials, EFSA will continue working on mandates from the European Commission to perform the risk assessment of substances, e.g. phthalates and heavy metals in ceramics.

In the area of nutrition, EFSA will work on the advice for DRV for sodium and chloride. It is expected that it will also work on a request from the European Commission to revise the tolerable upper level intake of vitamin D for infants.

Regulated products

In 2018, and depending on the results of the 2017 pilot, EFSA will continue the implementation of the MATRIX project by applying it on the electronic management of applications (submission, management and communication) in the additional food sector areas, i.e. food additives and nutrition. New support initiatives (webinars, info sessions, etc.) for applicants and other stakeholders will be implemented to ensure clarity and predictability of the risk assessment workflow. Additional measures for small and medium enterprises will start being implemented pending the results of exploratory work in 2017.

The re-evaluation programme of food additives will continue in order to finalise the evaluation of gums, starches, celluloses and pectins, and to prepare opinions on fatty acids and its salts and citrates. EFSA will continue the assessment of new food additives, as well as the extension of use or change in specifications of already authorised food additives. Preparatory work will continue and calls for data will be launched in the areas of food additives in infant formulae, dietary foods for infants for special medical purposes and special formulae for infants and food additives for use in food supplements for infants and young children.

EFSA will deliver scientific advice on food enzymes following the multi-annual work programme agreed with the European Commission in 2016. EFSA will continue working on the remaining food flavourings on the EU list and expects to receive an increased number of new applications for flavouring substances.

The annual number of dossiers in the area of additives and monomers for plastic materials and articles in contact with food and recycling plastics is expected to remain stable. EFSA estimates to receive around one to two requests for the evaluation of safety and efficacy of treatments to remove microbial surface contamination from foods of animal origin.

In the area of the re-evaluation of existing feed additives, EFSA plans to work on the assessment of new feed additives, new uses of existing feed additives, and modification and renewal of existing authorisations.

In the area of genetically modified organisms (GMO) in food and feed, the work programme for 2018 includes the evaluation of applications for the use of GMOs as well as for cultivation uses. This also includes the assessment of renewal applications of GMOs that were authorised more than 10 years ago.

In the area of nutrition, EFSA will continue to evaluate applications for health claims and novel foods. The number of requests for novel food evaluations is expected to increase in 2018, after the entry into force of the new regulation on novel foods on 1 January 2018 (Regulation (EU) 2015/2283) which introduces a centralised evaluation by EFSA and the possibility to notify traditional foods from third countries. EFSA will also work on applications for food for specific groups and on applications for exemption from labeling of food allergens.

EFSA will continue with the second batch of the third renewal group (AIR-III) of active substances for peer review, and complete several public consultations on EFSA's scientific opinions and guidance documents. Two areas of particular relevance for 2018 are the progress in cumulative risk assessment of pesticides, with the publication of the first EFSA scientific assessments following the methodology developed by EFSA, and the use of epidemiological data in risk assessment. The database comprising the list of endpoints of active pesticides substances assessed by EFSA will be populated and needs to be linked with EFSA's data warehouse.

The reduction of the backlog of MRL reviews will continue in line with the implementation plan for article 12 MRLs (review of MRLs of all active substances). For article 10 MRLs (setting of a new MRL or modification of an existing MRL), EFSA expects to meet the legal deadlines.

The yearly summary reports on pesticide residue analysis will be implemented with additional data quality checks and improvements regarding the connectivity with EFSA's data warehouse.

The work on technical reports to provide guidance for the assessment of Article 4.7 derogations to pesticide legislation for plant health threats will continue in 2018. EFSA will continue working on reviewing specific applications for derogation.

In the area of animal welfare, EFSA will continue providing advice on incoming applications for new stunning methods. It expects to continue receiving requests for the evaluation of application dossiers on alternative methods for processing animal by-products

Stakeholder engagement and communication

EFSA will ensure effective liaison and engagement with EFSA's stakeholders through its communication channels in order to respond to their needs and expectations. EFSA envisages further development of better contextualised communication for both risk managers and the general audience. Communication material will continue to be tailored and focused on the impact of EFSA's work on human health, animal health and the environment. Through the partnership with a professional publisher and state-of-the-art tools, EFSA will continue improving the editorial quality and accessibility of its scientific outputs and the reproducibility of its scientific assessments. Based on the results of the preparatory work carried out in 2017, EFSA expects to continue piloting the use of Plain Language Summaries (PLS). In 2018, EFSA will roll out its digital collaboration approach to enhance the engagement of partners and stakeholders active in the Authority's value creation process. Well beyond technological support, the digital collaboration project (part of the Information Management Programme) will be fully implemented in 2018 to improve how people work together and share information with each other. In 2018, the Social Media project will roll out its plan defined in 2017 to expand EFSA's social media presence, and work on an integrated cross channel and content strategy.

EFSA will continue its focus on increasing transparency, openness and stakeholder dialogue as well as developing tools to systematically monitor users' expectations and satisfaction. EFSA will continue and possibly strengthen the SEA measures based on results of the pilot year. Depending on pilot results, EFSA may use the reputation barometer, i.e. research into how stakeholders perceive EFSA, with a view to better understand the drivers that impact on EFSA's reputation, as an impact indicator from 2018 onwards. Based on the results of the 2017 pan-European survey to gain insights into risk perception in relation to relevant topics, EFSA, in cooperation with the AFCWG, will continue the implementation of the communication plan.

With the support of its Brussels liaison office, EFSA will focus on promoting the organisation of joint meetings and events on relevant corporate or scientific topics.

Table 1: Input indicators for SO1 (FTEs and Budget as total cost all Titles)

INPUT INDICATORS			
	Resources invested per year	Forecast executed 2017	Draft 2018
Total SO1	FTEs	198	203
	Budget (K, €)	32.63	33.00
	Scientific - General Risk Assessment		
Input subKPI	FTEs	43	44
	Budget (K, €)	8.70	9.00
Scientific - Regulated products evaluation			
Input subKPI	FTEs	122	122
	Budget (K, €)	18.71	18.50
Communications & engagement			
Input subKPI	FTEs	32	38 ²⁴
	Budget (K, €)	5.22	5.50

²⁴ The increase is related to new initiatives such as the new approach for the stakeholder platform, the social media project and the digital collaboration project.

Table 2: Activity and output indicators for SO1

ACTIVITIES - OUTPUT INDICATORS		
Scientific - General risk assessment		
Indicator	Forecast achieved 2017	Target 2018
Number of questions delivered for scientific outputs & technical reports	114	93
Number of questions delivered for "other publications" ²⁵ (external reports, events reports)	7 (external)	12 (external)
Proportion of scientific/technical questions adopted within deadline	100%	100%
Scientific - Regulated products evaluation		
Indicator	Forecast achieved 2017	Target 2018
Number of questions delivered for scientific outputs & technical reports	414	430 ²⁶
Number of questions delivered for "other publications" (external reports, events reports)	2 (external reports)	1 (external report)
Number of questions in backlog in PRAS (art. 12 only)	45	35 ²⁷
Proportion of scientific questions adopted within deadline	90%	90%
Number of service catalogue activities with applicants (meetings, webinars, info sessions, etc)	+10%	+10%
Percentage of positive feedback on regulated product opinions from applicants	TBD in 2017	TBD in 2017
Communication & engagement		
Indicator	Forecast achieved 2017	Target 2018
Proportion of scientific outputs delivered within 28 working days of adoption (%)	85	90
Number of i) media and ii) stakeholder enquiries addressed within agreed deadlines	TBD in 2017	TBD in 2017
Number of public consultations on EFSA outputs	TBD in 2017	TBD in 2017
Percentage of positive feedback from engagement activities carried out with registered stakeholders	TBD in 2017	TBD in 2017
Total number of registered stakeholders	85	100

²⁵ As defined in the type of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

²⁶ i) Figures cover only 5 closed questions for NUTRI related to novel foods but the a number of requests could rise up to 30 per year in this area, ii) Figures do not include possible requests for assessment of active substances on endocrine disruptors (still to be defined):

²⁷ The full plan foresees:

Year	2016	2017	2018	2019	2020	2021	TOTAL
Adopted questions	46	45	35	47	48	48	269

Table 3: SO1 – Key process and project milestones

KEY PROCESS AND PROJECT MILESTONES	2017	2018
Stakeholder Engagement Approach		
Pilot year - successful implementation of initial SEA measures (e.g. Stakeholder Forum and Stakeholder Bureau)	X	
Baseline setting for positive feedback	X	
Updated SEA measures depending on results/feedback of pilot year		X
MATRIX project		
Piloting workflow for PRAS, GMO, FEED.	X	
Definition of dossier structure and creation of dossier builder.	X	
Depending on pilot results similar development and for remaining areas FIP and NUTRI		X
Reputation Barometer		
Pilot survey	X	
Depending on pilot results, use of reputation barometer as an impact indicator from 2018 onwards		X
TERA		
Roll-out the implementation of the TERA measures according to plan as presented to MB in June 2016. Focus on: timely and more detailed minutes of scientific meetings published; guidelines on use of consultation across the risk assessment process agreed; enhancing use of consultation in different steps of risk assessment process (including pilot on draft mandates); consultation meetings with Member States authorities introduced; enhanced transparency on re-opening of opinions process.	X	
Roll-out the implementation of the TERA measures according to plan as presented to MB in June 2016. Focus on: pilot external peer-review for relevant scientific opinion; increased transparency through the weight of evidence approach; outcome of PROMETHEUS pilots and way forward across EFSA decided; harmonised risk assessment terminology		X
Social media		
Strategy review and recommendations	X	
Implementation plan: roadmap and action plan	X	
Roll out of plan throughout EFSA		X
Integrated cross channel strategy and content strategy		X
COMMS digital collaboration		
Detailed analysis	X	
Launch and curation of pilot communities	X	
Full roll-out		X

2.2. Widen EFSA’s evidence base and optimise access to its data

EFSA will continue streamlining the management of the standard data collections and literature services, and broadening them in the areas prioritized by its customers. EFSA will continue supporting data collections and management activities related to plant and animal health, fostering the acquisition and availability of data for environmental risk assessment. The above activities underpin EFSA’s scientific work, and enable the gradual opening of EFSA’s evidence base to stakeholders. Ad-hoc data collection reports are expected to continue to be delivered upon request from the risk managers.

In 2018, EFSA will continue to deliver new capabilities for data collection and scientific collaboration. Collection and reporting of data on whole genome sequencing (WGS) will start, pending the results of the feasibility study of 2017. The standard sample description 2.0 pilot is in its fourth year of implementation with Member States. Training will be provided to Member

States data providers to transmit to EFSA sample based data on veterinary medicinal product residues using this standard.

The information management programme will continue strengthening the opening and transparency of EFSA’s data by rolling out a new capability to assign digital object identifiers (dois) to datasets published in the EFSA Journal and to present datasets in EU or international standards as applicable in EU open data portals.

EFSA will populate the open advanced scientific information and evidence hub and Knowledge Junction (OPEN ScaIE) with grey literature repositories.

Table 4: Input indicators for SO2 (FTEs and Budget as total cost all Titles)

INPUT INDICATORS			
Total SO2	Resources invested per year	Forecast executed 2017	Target 2018
	FTEs	24	25
	Budget (K, €)	4.64	4.37

Table 5: Activity and output indicators for SO2

ACTIVITIES - OUTPUT INDICATORS		
Indicator	Forecast achieved 2017	Target 2018
Number of questions delivered for scientific outputs & technical reports	10	8
Number of questions delivered for “other publications” ²⁸ (external reports, events reports)	15	12
Proportion of scientific/technical questions adopted within deadline	100%	100%
Number of operational data collections prepared and opened within deadline (total & open)	13 ²⁹	15 ³⁰
Number of enhancements to operational data collections	TBD (beg 2017)	TBD (beg 2017)
Number of new data collections under implementation	2 ³¹	2 ³²
Number of new data collections under design	2 ³³	TBD

Table 6: SO2 – Key process & project milestones

KEY PROCESS AND PROJECT MILESTONES	2017	2018
Information Management Programme		
Change management pilot completed	X	
Change management methodology in place		X
Open ScaIE project		
Business process for uploading, managing and curating evidence in place, including assignment of digital object identifiers to evidence.	X	

²⁸ As defined in the type of EFSA outputs

²⁹ Data collections on: chemical contaminants, veterinary medicinal products residues (VMPPR), pesticide residues, consumption, additive usage, additive occurrence, molecular typing, Zoonoses (5) and in addition TSE/BSE.

³⁰ As in 2017, in addition: SSD2-Matrix and animal health & plant health.

³¹ At least two data collections: SSD2-Matrix and animal health & plant health.

³² GEO data

³³ GEO data

KEY PROCESS AND PROJECT MILESTONES	2017	2018
Repository management web services (API) in place	X	
Existing evidence migrated and metadata populated	X	
Knowledge Junction community fully functional	X	
Additional evidence populated (e.g. grey literature repositories)		X
EU Menu Project		
Three external scientific reports	X	
Six external scientific reports		X
Data dois-developing a system for assigning dois		
Capability (tools, processes) to specify and manage metadata for EFSA's data collections	X	
Pilot (process and tool) for assigning dois to datasets published in the EFSA Journal	X	
Capability (tools, processes) to assign dois to datasets published in the EFSA Journal		X
Capability: being able to present datasets in DCAT-AP and other EU or international standards as applicable in EU open data portals (IPCHEM portal, EU Open Data Portal)		X

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

The process of renewing the membership of EFSA's Scientific Committee and Scientific Panels will be finalized in 2018. EFSA will continue providing learning and development activities for experts, particularly with regards to key areas of risk assessment and EFSA's new guidances and methodologies. The expertise management programme will define in 2018 the attraction package for experts and a competency library for EFSA scientific staff, enabling EFSA to optimize the management of the available scientific capacity as well as to target areas to be further developed.

EFSA will continue to strengthen Europe's capacity in food safety risk assessment through the EU-FORA fellowship programme, addressed at Member States. The first cycle of fellowships will come to an end and the launch of the second round of fellow selection will commence.

The Advisory Forum (AF) will continue to steer the EU risk assessment agenda, interacting with other networks such as Article 36 organisations, including the Focal Points. To further strengthen partnerships, the Executive Director will continue visiting EU Member States, stimulating joint projects among Member States with the support of EFSA.

EFSA will continue using grant schemes to stimulate projects between Member States through the EU risk assessment agenda, expanding the use of thematic grants and framework partnership agreements. The year 2018 will see the kick-off of the first projects under the new grant scheme for partnering projects, and the continuation of additional mobility and training activities, supporting knowledge transfer and capacity building among knowledge hubs in the Member States.

Scientific cooperation through EFSA's scientific networks is actively supported by the Focal Points. The results of the external review of the networks to be undertaken in 2017 will help identify further strengthening actions. To underpin the role of the Article 36 network to support the implementation of the common risk assessment agenda priorities, training material will be delivered and a new procedure and tool for the management of the list will be launched. Prioritised activities will be launched following the set-up of the four international liaison groups by 2017 and under new cooperation agreements to be set up with international partners.

Table 7: Input indicators for SO3 (FTEs and Budget as total cost all Titles)

INPUT INDICATORS			
Total SO3	Resources invested per year	Forecast executed 2017	Target 2018
	FTEs	37 ³⁴	31
	Budget (K, €)	8.67	8.22

Table 8: Activity and output indicators for SO3

ACTIVITIES - OUTPUT INDICATORS		
Indicator	Forecast achieved 2017	Target 2018
Number of Member States cooperation activities (network meetings, national FP events/workshops)	75	75
Number of cooperation agreements with international and third country organisations	17	20
Number of international cooperation activities (meetings, events, missions)	24	27

Table 9: SO3 – Key process & project milestones

KEY PROCESS AND PROJECT MILESTONES	2017	2018
Expertise Management Programme		
Programme benefits monitored.	X	
Talent pool defined and shared	X	
Competency library for scientific expert defined and used	X	
Programme benefit monitored.		X
Attraction package defined and shared		X
Competency library for EFSA scientific staff defined and used.		X
Evaluation of EFSA's Scientific Networks and integration/streamlining of the various networks		
Launch external evaluation of EFSA's scientific networks	X	
Conclude evaluation and discuss outcomes and recommendations with AF.		X
European Food Risk Assessment Fellowship (EU-FORA Programme)		
Start with first cohort of fellows,	X	
First cohort of fellows concluded first cycle of fellowships, Start second cohort.		X
Development and implementation of innovative partnership schemes - partnering projects		
Launch call for proposals for partnering projects	X	
Evaluate incoming proposals	X	
Kick-off of partnering projects		X
Innovative approach for Article. 36 networking and management of the list		
Launch of the project	X	
Training materials developed		X
New procedures and tool to manage the Art.36 list launched		X

³⁴ The peak of resources in 2017 is mainly related to the renewal EFSA of panels

2.4. Prepare for future risk assessment challenges

The coordination of the identification of EFSA's preparedness and methodological needs, the development of relevant actions and their prioritisation and the implementation of adequate solutions is key in ensuring that EFSA stays at the forefront of regulatory science, and is able to respond timely and with high quality to the needs of scientific risk assessment. Activities in this area include the revision of existing guidance, the development and harmonization of new guidance, methods or tools for EFSA's risk assessment needs. Under the steering of the risk assessment methodologies programme, EFSA will continue the coordinated development and implementation of new guidance and methodologies for risk assessment, as well as the piloting and evaluation of the PROMETHEUS approach.

EFSA will implement new activities on emerging risks focusing on methodological developments and an enhanced cooperation with Member States and stakeholders. Making data available on emerging issues and risks to EU risk managers will be a priority for EFSA. Crisis preparedness constitutes an EU priority objective and EFSA will continue providing better tools and training in 2018, such as via the framework partnership agreement with Member States on tracing methodologies.

The emerging risks identification procedure often involves data collection or generation for preparedness. In 2018, EFSA will continue working on framework partnership agreements with MS on high priority issues. The outcome of the holistic field survey on bee health launched in 2017 will support the development and validation of the MUST-B model with the objective of ensuring a holistic multifactorial risk assessment.

In 2018, EFSA will continue the media monitoring using the MedSys platform on emerging plant health risks. EFSA will also continue developing and applying horizon scanning and surveillance for early identification of new plant pest outbreaks. Based on previous scientific opinions and results of outsourced projects, quantitative methodologies, including quantitative pathway analysis models, will be further developed. The development of databases on plant pests based on the revised structure of the EU database of apple fruit pests and diseases, which was developed within a pilot project to support free trade agreements, will continue. EFSA's cooperation with the Baltic States and Poland on African swine fever will aim to harmonise the collection and analysis of epidemiological data. A cooperation project with Bulgaria, Greece and pre-accession countries will focus on prevention and control of lumpy skin disease. Under the VectorNet project, data collection on occurrence and abundance of a range of important animal disease vectors will continue. Finally, work will continue on the planned harmonised surveillance of disease in wildlife populations.

In the area of biological hazards, EFSA will drive thematic grants in the area of whole genome sequencing. In the area of chemical hazards, work will continue in toxicokinetics, toxicodynamics, dynamic energy budget models and human variability with the view to integrate these new approaches in human, animal and environmental risk assessment.

In the area of nutrition, EFSA will continue to update the guidance documents related to health claim applications while in the area of feed additives, the revision of guidance documents used in the feed additives evaluations area will likely be finalised by mid-2018. In the area of pesticides, work will continue on the development of guidance docs for birds and mammals. EFSA will continue publishing reports on cumulative risk assessment of pesticides and will also publish a scientific report on applicability of QSAR models for genotoxicity. EFSA will adopt opinions on pesticides in food for infants and young children and on the state of art in aquatic environment of TK, TD models and simple food chain models. EFSA will continue supporting the development of new and/or refined methods and guidance for the assessment of dietary exposure to substances in the remit of regulated products.

EFSA will continue applying innovative approaches to enhance its capacity with the ongoing pilot of machine learning and a first pilot on cognitive computing. Feasibility studies on the role of crowdsourcing to promote openness and engagement in risk assessment will continue.

Table 10: Input indicators for SO4 (FTEs and Budget as total cost all Titles)

INPUT INDICATORS			
Total SO4	Resources invested per year	Forecast executed 2017	Target 2018
	FTEs	35	38
	Budget (K, €)	8.77	9.19

Table 11: Activity and output indicators for SO4

ACTIVITIES - OUTPUT INDICATORS		
Indicator	Forecast achieved 2017	target 2018
Number of questions delivered for scientific outputs & technical reports	34	28
Number of questions delivered for "other publications" (external reports, events reports)	18 (14 external / 4 event reports)	11 (9 external / 2 event reports)
Proportion of scientific/technical questions adopted within deadline	100%	100%

Table 12: SO4 – Key process & project milestones

KEY PROCESS & PROJECT MILESTONES	2017	2018
Methods Programme		
Definition of the new activity (programme) to manage cross cutting methodology development projects, i.e. governance structure and strategies for managing benefits, risks/issues, monitoring, reporting, stakeholders engagement and information. Starting implementation of the programme.	X	
Continuing programme implementation, first year of reporting.		X
Evidence use in risk assessment: PROMETHEUS project		
Pilots continued and lessons learned	X	X
Identification of needs for new or refined methodologies/guidance	X	X
Set up of a process and tool for horizon scanning and web based monitoring for the early identification and rapid response in the area of plant health risks		
Mapping developing tools	X	
Tools developed		X
Set-up of a plan for the further development and use of animal-based indicators for animal welfare risk assessment		
Expert Knowledge Elicitation workshop. List of animal based measures (ABM)	X	
ABM application on farm, data reporting		X
Open ScaIE project.		
Implementation Open ScaIE, R4EU Development Model Building platform for risk assessment community	X	
Implementation Open ScaIE, R4EU Pilot model building platform		X
Expert knowledge elicitation		
Further implementation of EKE process based on the guidance and training	X	X

KEY PROCESS & PROJECT MILESTONES	2017	2018
Cumulative risk assessment of pesticides (2016-2021)		
Four scientific reports on the composition of cumulative assessment groups (CAGs) of nervous system, thyroid, eye and development and four technical reports on public consultation. Two scientific reports on cumulative RA of the first two CAGs	X	
Three scientific reports on the composition of CAGs of liver, adrenal and reproduction and three technical reports on public consultation. Two external scientific reports on cumulative exposure and two scientific reports on cumulative RA of CAGs of eye and development.		X
Integrating new approaches in chemical risk assessment (Toxicokinetics (TK) and Dynamic Energy Budget Models (DEB))		
External scientific report (database and R-codes of tox-, physio-, biological variables to calibrate TK models for risk assessment of single chemicals)	X	
External scientific report (database and R-codes of tox-, physio-, biological variables to calibrate TK models for risk assessment of multiple chemicals);		X
External scientific report (on databases and R codes on DEB for aquatic and terrestrial organisms for multiple chemicals risk assessment).		X
Modelling human variability (toxicokinetics and toxicodynamics processes)		
External scientific report on data collection on human variability major phase I	X	
External scientific report on data collection on human variability major phase II		X

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

An increased focus on delivery of horizontal services (strategy and management policy and standards; corporate oversight, governance and compliance; transactional and support) will enforce the "enabling" dimension of this strategic objective.

In 2018, in order to continue optimizing the use of resources ensuring efficiency, accountability, compliance and best value for tax-payers' money:

- EFSA will finalise its governance and accountability framework and will develop an overall accountability policy.
- Efforts will continue to develop an integrated performance (result) based approach, with defined procedures for improved forecasting of EFSA's results, as well as for the efficient, economical and dynamic allocation of EFSA's resources. Foresighting capability will be enhanced and emphasis will continue to be placed on improved project, process and change management capacities.
- EFSA will continue to monitor customer satisfaction in order to plan improvement actions where results fall short of customer requirements – balancing the economy and cost of those services, also reviewing and realigning processes as needed.
- Market intelligence will be further developed to ensure enlargement of sourcing tools with the aim of making EFSA tenders more adapted and attractive to economic actors. The gradual implementation of a strategic sourcing approach, managing the supply chain efficiently and in an integrated manner, will progressively substitute the current procurement by need planning.
- Information technology services will continue improving quality support to staff and experts by further strengthening digitalization and through improved collaboration, communication and productivity tools.
- EFSA's financial services will build on the efficiency gains realised in 2017 through further automation, self-service and joint procurement calls.
- EFSA will be subjected to the third independent external evaluation on its achievements, according to Article 61 of EFSA's Founding Regulation (EC) 178/2002. The evaluation

should assess the working practices and the impact of the Authority and take into account the views of the stakeholders, both at community and national level.

- In 2018, EFSA will continue to support the EU Agencies' Network in its activities.
- EFSA will continue to focus on its relations with EU institutions (European Commission, European Council and European Parliament) to support EFSA on budget, discharge and the implementation of its recommendations, and on policy/regulatory matters. Activities will include topical events and delegation visits, supported also by its Brussels liaison office.

The Expertise Management Programme will play a key role in 2018 to support the deployment of an integrated set of policies, processes and IT tools allowing for efficient talent management. The dedicated project will continue its roll-out plan, focusing in 2018 on learning and development. EFSA will ensure that staff and experts are more effectively supported throughout the whole lifecycle of their relationship with the Authority.

The travel management will be outsourced, which – combined with the centralization of missions and re-engineered processes and procedures – will generate benefits of nine FTEs freed up for redeployment.

The information management programme foresees the closure of two key projects, i.e. on information governance, and on correspondence and records management. The programme entails the launch of the customer relationship management project aimed at centralizing the management and analysis of EFSA's customer and stakeholder relationships, including its integration with EFSA's performance and quality management framework.

Table 2: Input indicators for SO5 (FTEs and Budget as total cost all Titles)

INPUT INDICATORS			
	Resources invested per year	Forecast executed 2017	Target 2018
Total SO5	FTEs	162	162
	Budget (K, €)	24.50	24.42

Table 3: Activity and output indicators for SO5

ACTIVITIES - OUTPUT INDICATORS		
Indicator	Forecast achieved 2017	Target 2018
Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%
Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%
Proportion of original budget committed/paid at year end - differentiated	100%	100%
Proportion of original budget committed/paid at year end - non differentiated	100%/90%	100%/90%
Proportion of original science grants and procurement budget committed/paid at year end	100%	100%
Carry forward of payments to following year	10%	10%
Service delivery index ³⁵	77%	80%
Transformation performance index (development project execution index) ³⁶	78%	80%

³⁵ For the sub-set of mature processes followed

³⁶ For the subset of key projects followed

Table 4: SO5 – Key process & project milestones

KEY PROCESS & PROJECT MILESTONES	2017	2018
Centralisation of competing interest management		
ex post review by the Management Team of first six months of implementation of desired degree of centralisation	X	
Centralisation completed		X
Performance and results management approach		
Definition of performance/results management maturity model and targets (including on efficiency)	X	
Definition of process management capability	X	
Implementation of new organisational model for compliance and performance management	X	
Implementation of RESU organisation blueprint	X	
Concept definition towards a customer relationship management capability	X	
Monitoring of performance management maturity model		X
Further development of process management capability		X
Further implementation of RESU organisation blueprint		X
Further development of EFSA's customer relationship management capability – launch of project		X
EU Agencies' Network		
Coordinate implementation of EUAN work programme 2017-2018	X	
Handover and support to the next coordinating agency		X
External Evaluation		
Charter approved	X	
Call launched	X	
Evaluation delivered		X
MB recommendations adopted		X
Organizational Development: mission centralisation + travel logistics outsourcing		
Mission centralisation: achieved	X	
Travel management outsourcing: CFT award	X	
Organisational dev.: processes and procedures reengineered	X	
Travel management outsourcing: achieved		X
Organisational dev.: new processes and procedures implemented		X
Talent Management		
Sourcing and selection tool for Panels	X	
Staff competency management person profile.		X
Sourcing and selection tool for working group.		X
Declaration of interest complete solution.		X

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Appendices

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Appendix A– Predicted questions closed per strategic objective in 2018

Table 1: Predicted number of questions closed in 2018

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF EFSA OUTPUT	REPRO					RASA					TOTAL	
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA		SCER
SO1 - Prioritise public and stakeholder engagement in the process of scientific assessment												
SO1 - EFSA scientific outputs - General risk assessment												
Of which:												
- Opinion of the Scientific Committee / Scientific Panel					1		55 ³⁷		17 ³⁸			73
- Scientific report of EFSA								6	4			10
SO1 - Technical Reports - General risk assessment												
					1		4	1	5			11
SO1 - Other publications (external scientific reports/event reports) General risk assessment												
							5/-		7/-			12/-
SO1 sub total – General risk assessment												
					2		64	1	35	4		106
SO1 - EFSA scientific outputs - Evaluation of regulated products												
Of which:												
- Conclusion on pesticides peer review												
- Opinion of the Scientific Committee / Scientific Panel		55	100 ³⁹	12	18 ⁴⁰	40			1			226
- Reasoned opinion						127 ⁴¹						127
- Scientific report of EFSA						13						13

³⁷ 55 questions from which 5 from AHAW Panel and 50 from PLH Panel. The number of questions to support categorisation of diseases for the new Animal health law is supposed to decrease as most of this work will be completed by end of 2017. The AHAW Panel is expected to work in 2018 on more long term opinions providing support to risk managers on the risk of major animal diseases outbreaks.

³⁸ 17 questions from which 6 from BIOHAZ Panel and 11 from CONTAM Panel.

³⁹ 100 questions from which 68 for CEF Panel and 32 for ANS Panel.

⁴⁰ Figures cover only 5 closed questions for NUTRI related to novel foods but the expected number of requests may be 30 per year in this area

⁴¹ Figures do not include possible requests for assessment of active substances on endocrine disruptors

QUESTIONS PER STRATEGIC OBJECTIVE AND TYPE OF EFSA OUTPUT	REPRO					RASA					TOTAL	
	APDESK	FEED	FIP	GMO	NUTRI	PRAS	ALPHA	AMU	BIOCONTAM	DATA		SCER
- Statement of EFSA						2						2
SO1 - Technical reports - Evaluation of regulated products				16	10	35						61
SO1 - Other publications (external scientific reports/event reports) - Evaluation of regulated products						1/-						1/-
SO1 sub total - Evaluation of regulated products		55	100	28	28	218			1			430
SO1 - total		55	100	28	30	218	64	1	36	4		536
SO2 - Widen EFSA's evidence base and optimise access to its data												
SO2 - EFSA scientific outputs												
SO2 - Technical reports -										7	1	8
SO2 - Other publications (external scientific reports/event reports)										11	1	12
SO2 total										18	2	20
SO3 - Build the EU's scientific assessment capacity and knowledge community												
SO3 - EFSA scientific outputs												
SO3 -Technical reports				1					2		2	5
SO3 - Other publications (external scientific reports/event reports)											-/1	-/1
SO3 - total				1					2		3	6
SO4 -Prepare for future risk assessment challenges												
SO4 - EFSA scientific outputs												
Of which:												
- Opinion of the Scientific Committee / Scientific Panel						2			4			6
- Scientific Report of EFSA											1	1
- Guidance of the Scientific Committee / Scientific Panel					2						2	4
- Guidance of EFSA						3					2	5
- Statement of the Scientific Committee / Scientific Panel									2			2
SO4 - Technical reports						2			1		7	10
SO4 - Other publications (external scientific reports/event reports)						3/-		1/-	3/-		2/2	9/2
SO4 total					2	10		1	10		16	39
Total questions		55	100	29	32	228	64	2	48	22	21	601

Appendix B – Resource allocation per strategic objectives 2018

Note: This section will be added for adoption of the PD in December 2017.

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ANNEXES

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Annex I. Resource allocation per strategic objective 2018-2020

1. Financial resources per strategic objective

Table 1: Anticipated evolution of budget allocations (% of the total EFSA budget)

Efsa's strategic objective	Executed 2016 m€	Budget 2017		Draft budget 2018		Draft budget 2019		Draft budget 2020	
		%	m€	%	m€	%	m€	%	m€
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	32.33	41%	32.63	41%	33.00	42%	33.24	42%	34.34
SO2 Widen EFSA's evidence base and optimise access to its data	5.25	7%	4.64	6%	4.37	6%	4.40	6%	4.55
SO3 Build the EU's risk assessment capacity and knowledge community	6.49	8%	8.67	11%	8.22	10%	8.28	10%	8.55
SO4 Prepare for future risk assessment challenges	10.01	13%	8.77	11%	9.19	12%	9.25	12%	9.56
SO5 Create an environment and culture that reflects EFSA's values	25.33	32%	24.50	31%	24.42	31%	24.59	31%	25.41
Of which operations	10.56	13%	9.74	12%	7.86	10%	7.92	10%	8.18
Of which support	14.77	19%	14.76	19%	14.11	18%	14.21	18%	14.69
Total EFSA	79.41	100%	79.20	100%	79.20	100%	79.76	100%	82.40

2. Human resources per strategic objective

Table 2: Anticipated evolution of staff allocations (% of the total EFSA FTE)

Efsa's activities	Executed 2016	Plan 2017		Forecast 2018		Forecast 2019		Forecast 2020	
	FTE ¹ /posts	FTEs ² / posts	%	FTEs ³ / posts	%	FTEs / posts	%	FTEs / posts	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	200/208	198/201	43%	203	44%	204	44%	206	45%
SO2 Widen EFSA's evidence base and optimise access to its data	21/22	24/24	5%	25	5%	27	6%	27	6%
SO3 Build the EU's risk assessment capacity and knowledge community	32/33	37/37	8%	31	7%	31	7%	31	7%
SO4 Prepare for future risk assessment challenges	30/31	35/36	8%	38	8%	38	8%	38	8%
SO5 Create an environment and culture that reflects EFSA's values	169/176	162/165	36%	162	35%	159	35%	157	34%
Of which operations	54/56	50/51	11%	46	10%	50	11%	49	11%
Of which support	115/120	112/114	25%	116	25%	109	24%	108	24%
Total EFSA	453/470	456/463	100%	459	100%	459	100%	459	100%

(a) Actual available FTE.

¹ Actual available FTEs

² Planned FTEs are based on a 98% occupancy rate assumption applied to the average number of posts available during the year. Planned posts are the number of statutory staff and SNE posts assigned to EFSA at the end of each year.

³ In years 2018-2020 the amount of FTEs has been assumed equal to the number of posts assigned to EFSA at the end of each year.

Annex II. Financial resources 2018-2020

1. Expenditure

Table 1: Expenditure

Expenditure/title	2017		2018	
	Budget commitment appropriations	Budget payment appropriations	Preliminary budget commitment appropriations	Preliminary budget payment appropriations
Title I - Staff expenditure	42.06	42.06	42.56	42.56
Title II - Infrastructure and operating expenditure	8.58	8.58	8.58	8.58
Title III - Operational expenditure	28.56	29.79	28.06	30.25
TOTAL EXPENDITURE	79.20	80.43	79.20	81.38

Expenditure	Commitment appropriations						
	Executed budget 2016	Budget 2017	Draft budget 2018		VAR 2018/2017 (%)	Envisaged 2019	Envisaged 2020
			Agency request	Budget forecast			
Title 1 - Staff expenditure	40,632,932	42,059,185	42,559,185		1.2%	43,119,000	43,659,000
Salaries & allowances	35,983,602	37,131,185	37,781,185		1.8%	38,341,000	38,881,000
- Of which establishment plan posts	29,195,602	29,304,185	29,954,185		2.2%	30,514,000	31,054,000
- Of which external personnel	6,788,000	7,827,000	7,827,000		0.0%	7,827,000	7,827,000
Expenditure relating to staff recruitment	485,288	480,000	480,000		0.0%	480,000	480,000
Mission expenses	232,000	361,000	361,000		0.0%	361,000	361,000
Socio-medical infrastructure	310,250	319,000	319,000		0.0%	319,000	319,000
Training	585,140	584,000	564,000		-3.4%	564,000	564,000
External Services	1,788,694	1,869,000	1,739,000		-7.0%	1,739,000	1,739,000
Receptions, events and representation	5,000	5,000	5,000		0.0%	5,000	5,000
Social welfare and School contributions	1,242,958	1,310,000	1,310,000		0.0%	1,310,000	1,310,000
Other staff related expenditure	-	0	0		0.0%	0	0

Expenditure	Commitment appropriations						
	Executed budget 2016	Budget 2017	Draft budget 2018		VAR 2018/2017 (%)	Envisaged 2019	Envisaged 2020
			Agency request	Budget forecast			
Title 2 - Infrastructure and operating expenditure	9,605,678	8,578,000	8,578,000		0.0%	8,578,000	8,578,000
Rental of buildings and associated costs	5,335,062	4,914,500	4,914,500		0.0%	4,914,500	4,914,500
Information, communication technology and data processing	3,485,845	2,814,000	2,814,000		0.0%	2,814,000	2,814,000
Movable property and associated costs	42,500	100,000	100,000		0.0%	100,000	100,000
Current administrative expenditure	257,300	263,000	263,000		0.0%	263,000	263,000
Postage/ Telecommunications	379,077	364,500	364,500		0.0%	364,500	364,500
Meeting expenses	102,094	110,000	110,000		0.0%	110,000	110,000
Running costs in connection with operational activities	-	0	0		0.0%	0	0
Information and publishing	3,800	12,000	12,000		0.0%	12,000	12,000
Studies	-	0	0		0.0%	0	0
Other infrastructure and operating expenditure	-	0	0		0.0%	0	0
Title 3 - Operational expenditure	29,254,334	28,565,000	28,065,000		-1.8%	28,065,000	30,165,000
Scientific evaluation and Risk assessment	18,411,586	17,380,000	16,980,000		-2.3%	16,980,000	17,997,000
Communication & Cooperation	1,139,919	1,399,000	1,399,000		0.0%	1399000	1,757,000
General operational support	9,702,829	9,786,000	9,686,000		-1.0%	9,686,000	10,411,000
TOTAL	79,492,945	79,202,185	79,202,185		0.00%	79,762,000	82,402,000

Expenditure	Payment appropriations						
	Executed budget 2016	Budget 2017	Draft budget 2018		VAR 2018/2017 (%)	Envisaged 2019	Envisaged 2020
			Agency request	Budget forecast			
Title 1 - Staff expenditure	40,632,932	42,059,185	42,559,185	0	1.2%	43,119,000	43,659,000
Salaries & allowances	35,983,602	37,131,185	37,781,185	0	1.8%	38,341,000	38,881,000
- Of which establishment plan posts	29,195,602	29,304,185	29,954,185	0	2.2%	30,514,000	31,054,000
- Of which external personnel	6,788,000	7,827,000	7,827,000	0	0.0%	7,827,000	7,827,000
Expenditure relating to Staff recruitment	485,288	480,000	480,000	0	0.0%	480,000	480,000
Mission expenses	232,000	361,000	361,000	0	0.0%	361,000	361,000
Socio-medical infrastructure	310,250	319,000	319,000	0	0.0%	319,000	319,000
Training	585,140	584,000	564,000	0	-3.4%	564,000	564,000
External Services	1,788,694	1,869,000	1,739,000	0	-7.0%	1,739,000	1,739,000
Receptions, events and representation	5,000	5,000	5,000	0	0.0%	5,000	5,000
Social welfare and School contributions	1,242,958	1,310,000	1,310,000	0	0.0%	1,310,000	1,310,000
Other Staff related expenditure	0	0	0	0	0.0%	0	0
Title 2 - Infrastructure and operating expenditure	9,605,678	8,578,000	8,578,000	0	0.0%	8,578,000	8,578,000
Rental of buildings and associated costs	5,335,062	4,914,500	4,914,500	0	0.0%	4,914,500	4,914,500
Information, communication technology and data processing	3,485,845	2,814,000	2,814,000	0	0.0%	2,814,000	2,814,000
Movable property and associated costs	42,500	100,000	100,000	0	0.0%	100,000	100,000
Current administrative expenditure	257,300	263,000	263,000	0	0.0%	263,000	263,000
Postage / Telecommunications	379,077	364,500	364,500	0	0.0%	364,500	364,500
Meeting expenses	102,094	110,000	110,000	0	0.0%	110,000	110,000
Running costs in connection with operational activities	0	0	0	0	0.0%	0	0
Information and publishing	3,800	12,000	12,000	0	0.0%	12,000	12,000
Studies	0	0	0	0	0.0%	0	0
Other infrastructure and operating expenditure	0	0	0	0	0.0%	0	0

Expenditure	Payment appropriations						
	Executed budget 2016	Budget 2017	Draft budget 2018		VAR 2018/2017 (%)	Envisaged 2019	Envisaged 2020
			Agency request	Budget forecast			
Title 3 - Operational expenditure	29,080,391	29,794,280	30,245,193	0	1.5%	30,805,727	33,063,586
Scientific evaluation and Risk assessment	18,237,643	18,644,280	19,941,571	0	7.0%	20,141,571	21,347,930
Communication & Cooperation	1,139,919	1,399,000	1,399,000	0	0.0%	1,399,000	1,757,000
General operational support	9,702,829	9,751,000	8,904,622	0	-8.7%	9,265,156	9,958,656
TOTAL	79,319,002	80,431,465	81,382,378	0	1.2%	82,502,727	85,300,586

2. Revenues

Table 2: Revenues

Revenues	2017	2018
	Revenues estimated by the agency	Budget forecast
EU contribution	78.53	79.46
Additional EU funding: ad hoc grants and delegation agreements	0	0
Other revenue	1.90	1.92
TOTAL REVENUES	80.43	81.38

Revenue	2016	2017	2018		VAR 2019/2018 (%)	Envisaged 2019	Envisaged 2020
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)							
2 EU CONTRIBUTION	77,164,066	78,533,267	79,461,530		1.4%	80,555,194	83,286,411
Of which Administrative (Title 1 and Title 2)							0
Of which Operational (Title 3)							0
- Of which assigned revenues deriving from previous years 'surpluses	1,089,066	738,267	738,267		0.0%	738,267	738,267
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and	2,075,991	1,898,198	1,920,848		1.4%	1,947,533	2,014,175

Revenue	2016	2017	2018		VAR 2019/2018 (%)	Envisaged 2019	Envisaged 2020
	Executed budget	Revenues estimated by the Agency	As requested by the Agency	Budget forecast			
candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)	2,075,991	1,898,198	1,920,848		1.4%	1,947,533	2,014,175
Of which candidate countries							0
4 OTHER CONTRIBUTIONS							0
Of which delegation agreement, ad hoc grants							0
5 ADMINISTRATIVE OPERATIONS	78945	0				0	0
							0
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							0
7 CORRECTION OF BUDGETARY IMBALANCES							0
TOTAL REVENUES	79,319,002	80,431,465	81,382,378		1.4%	82,502,727	85,300,586

3. Calculation budget outturn

A first estimate of the 2016 surplus that shall be reimbursed to the EU budget (as assigned revenue) shall be communicated at the beginning of 2016, after budget closure. The following table shall be provided in due time.

Table 3: Budget outturn and cancellation of appropriations

Budget outturn	2014	2015	2016
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	79,943,670.40	79,615,122.45	
Payments made (-)	-71,559,306.16	-71,261,085.63	
Carry-over of appropriations (-)	-7,789,288.82	-8,151,428.61	
Cancellation of appropriations carried over (+)	300,664.19	509,211.80	
Exchange rate differences (+/-)	978.81	-4,318.82	
Adjustment for carry-over from previous years of assigned revenue	212,691.02	31,094.66	
Outturn Pre-accession programme DG enlargement	-20,343.27	-328.61	
TOTAL	1,089,066.17	738,267.24	

Cancellation of appropriations

Cancellation of commitment appropriations

- Explanations to be provided in January 2017.

Cancellation of payment appropriations for the year

- Explanations to be provided in January 2017..

Cancellation of payment appropriations carried over

- Explanations to be provided in January 2017..

Justification

Budget outturn

- Explanations to be provided in January 2017.

Cancellation of appropriations

- Explanations to be provided in January 2017.

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Annex III. Human resources 2018-2020 - Quantitative

1. Staff population and its evolution

Table 1: Overview of all categories of staff

Staff population ⁴		Staff pop. actually filled at 31.12.2015 ⁵	Staff pop. in voted EU budget 2016 ⁶	Staff pop. actually filled at 31.12.2016	Staff pop. in draft EU budget 2017	Staff pop. actually filled at 31.12.2017	Draft budget 2018 ⁷	Staff pop. envisaged in 2019 ⁸	Staff pop. envisaged in 2020
Officials	AD	5	5	5	5		5	5	5
	AST	0	0	0	0		0	0	0
	AST/SC	0	0	0	0		0	0	0
TA	AD	212	225	207	222		221	221	221
	AST	110	100	108	96		93	93	93
	AST/SC	0	0	0	0		0	0	0
Total⁹		327	330	320	323	0	319	319	319
CA GFIV		66	75	87	90		92	92	92
CA GF III		4	11	4	7		7	7	7
CA GF II		32	38	28	27		25	25	25
CA GFI		1	1	1	1		1	1	1
Total CA¹⁰		103	125	120	125	0	125	125	125
SNE ¹¹		16	15	10	15		15	15	15
Structural service providers ¹²		49	49	49	49		49	49	49
TOTAL		495	519	499	512	0	508	508	508
External staff ¹³ or occasional replacement ¹⁴		26		27					

⁴ 31.12.2016 (estimate): posts filled include seven offer letters sent and accepted.

⁵ Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

⁶ As authorized for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁷ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

⁸ Ibid.

⁹ Headcounts.

¹⁰ FTE.

¹¹ FTE

¹² Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the European Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. Structural service providers (2016 FTEs) are referred to:

- PTT Unit: PM (4), Infrastructure (4), Service Desk (8), Business empowerment team (1). Corporate Services (CORSER) and Human Capital (HUCAP) Units: Guards (10.5), Cleaning (6), Huissier/Archive, Reception/Post Office (11), Maintenance (2), Building Technical Assistance (1), Safety consultant (1), Medical Doctor (0.5).

¹³ FTE

¹⁴ For instance replacement due to maternity leave or long sick leave.

It should be noted that, in accordance with the staff regulations reform, EFSA is aware of the implementation of the new AST/SC type of post. Based on its needs analysis as well as on the interagency consultation to be implemented in the next coming months, EFSA will consider the possibility to progressively convert some AST posts into SC posts.

2. Multi-annual staff policy plan 2017-2020

Table 2: Establishment plan evolution 2016-2020

Category and grade	Establishment plan in EU Budget 2016		Actually filled as of 31/12/2016		Modifications envisaged in establishment plan 2015 in application of flexibility rule ¹⁵		Establishment plan in voted EU Budget 2017		Modification in year 2016 in application of flexibility rule		Establishment plan in draft EU budget 2018		Establishment plan 2019		Establishment plan 2020	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	1
AD 14	-	2	-	1	-	-	-	2	-	-	-	2	-	2	-	2
AD 13	-	2	-	1	-	-	-	2	-	-	-	2	-	2	-	2
AD 12	1	15	-	6	-	-	1	16	-	-	1	16	1	16	1	16
AD 11	-	11	-	6	-	-	-	11	-	-	-	11	-	11	-	11
AD 10	1	16	-	11	-	-	1	17	-	-	1	18	1	19	1	19
AD 9	1	42	-	27	-	-	1	42	-	-	1	43	1	44	1	44
AD 8	-	54	-	54	-	-	-	54	-	-	-	54	-	54	-	54
AD 7	1	57	4	45	-	-	1	56	-	-	1	55	2	54	2	54
AD 6	1	17	1	42	-	-	1	15	-	-	1	14	-	13	-	13
AD 5	-	8	-	14	-	-	-	6	-	-	-	5	-	5	-	5
Total AD	5	225	5	207	-	-	5	222	-	-	5	222	5	221	5	221
AST 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST 8	-	3	-	-	-	-	-	3	-	-	-	3	-	3	-	3
AST 7	-	4	-	2	-	-	-	4	-	-	-	4	-	4	-	4
AST 6	-	9	-	2	-	-	-	9	-	-	-	9	-	9	-	9
AST 5	-	30	-	15	-	-	-	30	-	-	-	30	-	30	-	30
AST 4	-	26	-	39	-	-	-	23	-	-	-	23	-	24	-	24
AST 3	-	25	-	17	-	-	-	25	-	-	-	23	-	22	-	22
AST 2	-	3	-	30	-	-	-	2	-	-	-	1	-	1	-	1
AST 1	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Total AST	-	100	-	108	-	-	-	96	-	-	-	93	-	93	-	93
AST/SC6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	5	325	5	315	-	-	5	318	-	-	5	314	5	314	5	314

¹⁵ Ibid.

Annex IV. Human resources 2018 - 2020 - Qualitative

1. Recruitment policy

Statutory staff (officials, temporary agents, contract agents)

In order to achieve the requested targets of reduction in the number of establishment plan posts in the coming years, a specific and analytical post management analysis is being implemented along with the efficiency initiatives. This is done to constantly monitor and ensure the right post allocation and, taking into account possible turnover rates, to define which freed-up posts could be phased out, upgraded or redeployed.

In 2016, EFSA has adopted an innovative recruitment solution in the context of the talent management project aiming to better attract, source and select EFSA's talents, including staff, experts, trainees and SNEs.

The recruitment procedure itself, as laid down in the staff regulations, has been streamlined to improve time-to-hire and optimize resources involved. Also, interagency mobility has been facilitated by the adoption in 2015 of the new implementing rules on engagement and use of temporary agents 2(f).

EFSA is further developing an employer branding strategy to position EFSA as an employer of choice. Enhanced visibility of career opportunities is achieved via targeted dissemination of vacancies, recruitment campaigns and pro-active using of social media.

To facilitate the launch of a competency based approach to people management in the organisation, EFSA is developing the processes and tools required through the talent management project. In parallel, within the Expertise Management Programme, a strategic competency analysis project is starting to ensure EFSA has mapped the competencies and job profiles required to deliver its strategic goals – from today until 2020. The project should deliver its envisaged outcomes starting from 2017 which should then impact on the various processes of workforce planning, selection and development of talents.

The increase in quality of the above processes is promoted through a targeted leadership development programme, aimed at training managers on harmonised standards as well as organisational values.

The list below recaps the typical grades at which each job category is filled¹⁶:

Assistant Jobs family:

- Assistant Job Category (staff carrying out administrative, technical or training activities such as assistance and/or secretariat requiring a certain degree of autonomy): typically these posts are filled by grades SC1-SC2, AST1-AST3; FGI.1-3; FGII.4-7 and long term mainly by FGI.1-3; FGII.4-7.
- Technical Assistant Job Category (staff providing support with a medium degree of autonomy in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science, communication,

¹⁶ Pending confirmation on types of post and titles

following advice from the hierarchy. Technical assistants may also provide assistance in general and budgetary processes, as well as coordinate administrative work.): typically these posts are filled by grades AST4-AST9; FGIII.8-12.

- Senior Assistant Job Category (staff carrying out administrative, technical or training activities requiring a high degree of autonomy and carrying significant responsibilities in terms of staff management, budget implementation or political coordination): typically these posts are filled by grades AST10-AST11.

Operational Jobs family:

- Junior Officer Job Category (staff providing junior officer expertise in a specific field of knowledge, e.g. junior legal officer, junior scientist, etc): typically these posts would be filled by AD5; FGIV.13.
- Officer Job Category (staff providing officer expertise in a specific field of knowledge, e.g. legal officer, scientist, etc): typically these posts would be filled by AD6-AD7; FG IV.14-18.
- Senior Officer Job Category¹⁷ (staff providing senior officer expertise in a specific field of knowledge, e.g. senior legal officer, senior scientist, etc): typically these posts would be filled by AD8-AD9.
- Lead Officer (staff providing top level expertise in a specific field of knowledge, recognised both internally and externally to the organisation): typically these posts would be filled by AD9-AD12.b

Management Jobs family:

- Manager Job Category (staff providing managerial expertise in the definition of the organisation strategy, e.g. Head of Department and staff providing managerial expertise in the implementation of the organisation strategy, e.g. Head of Unit): typically these posts would be filled by AD9-AD14.
- Senior Manager Job Category (Executive Director): typically this post would be filled by AD14-AD15.

Following the 2014 staff regulations reform, EFSA adopted and is already applying the new implementing rules on the engagement and use of temporary staff for Agencies (TA2f) thus ensuring a more consistent staff policy.

Concerning the duration of employment, temporary agents and contract agents (long term) are currently offered a five year contract, renewable for another limited time period not exceeding five years. These contracts are converted into contracts of indefinite period if a second renewal is offered and accepted. All contracts renewals are subject to an assessment of the performance of the staff member and depend on budget availability and the business needs for the function occupied.

In addition, EFSA is activating short-term contract agents (Function Group IV) to be allocated to its scientific departments ensuring the principle of budget neutrality. This engagement of staff allows EFSA to keep an adequate degree of flexibility both in view of the progressive transformation of its population from fixed term to indefinite contract duration (following second contract renewals) and of the temporary coverage of annual or multi-annual project needs. When preparing the draft budgets, EFSA is committed to ensuring that the budget ceilings provided by the European Commission are complied with. These short-term Contract Agents', as approved by the Management Board for the Budget 2015, do not contribute to the balancing logic of staff categories but follow strict criteria of resource efficiency and financial capacity. Instead of outsourcing certain operational tasks and considering that such outsourcing is not allowed for core tasks of EFSA, it was therefore decided to adjust the number of Contract Agents for operational reasons, to address the structural backlog observed in certain areas.

¹⁷ Although in specific cases staff holding AD8 grade could cover a similar level of responsibility

Non-statutory staff

Seconded national experts (SNEs) and national experts on professional training (NEPTs):

The objective of the SNEs programme is to foster the exchange of experience and knowledge of the European food safety risk assessment working methods and to widen the expertise network. Experts can be seconded to EFSA for the duration of a minimum of six months to a maximum of four years.

Short-term attachment (guest scientist):

Since 2014, EFSA has been developing other routes for two-way exchanges (swap) of experts with public administrations and public institutions (EU agencies and institutions, EU Member States, international and third countries risk assessment organisations). The purpose is to establish a more flexible short-term form of staff exchange to further enhance the scientific cooperation.

The 'guest scientist' attachment does not oblige the host institution to any financial contribution and is expected to further enhance the exchange of scientific knowledge and expertise, as well as the harmonization of methodologies in the area of risk assessment.

Traineeships:

EFSA offers paid traineeships as well as unpaid study visits to talented, highly qualified young professionals at the start of their careers, in a field of their choice. Trainees at EFSA have the opportunity to immerse themselves in the Agency's work and in the European food safety system in general. The traineeship may last from a minimum of five months to a maximum of twelve months.

The selection procedure is open and transparent through the publication of a call for expressions of interest on the EFSA website.

Interims:

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

EFSA holds a framework contract managed by HUCAP Unit, which has been concluded with an "Agenzia Interinale" selected via a public call for tender in order to purchase interim services. This framework contract, signed in 2013, has introduced a broader spectrum of skills with the aim to include more technically specialised staff. The types of interim services that can be deployed are the following:

- Administrative support covering tasks performed by statutory staff classified as assistant level job category (temporary agent or contract agent). This corresponds to services with low/medium level of technical competencies to be delivered with a low/medium level of autonomy.
- Administrative, technical and scientific tasks performed by statutory staff classified as junior officer level job category (temporary agent or contract agent). This corresponds to services with medium/high level of technical competencies to be delivered with a medium/high level of autonomy.

In addition of providing ad-hoc temporary support for specific projects, EFSA is employing interim staff solely for replacements of absent staff members due to maternity leave, parental leave and sick leave.

Structural service providers:

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

Basic act: Council Regulation (EC) 178/2002 (EFSA Founding Regulation)

Financial regulation: Council Regulation (EC, EURATOM) n. 966/2012, Title V

Rules of application: Commission Regulation (EC, EURATOM) n. 1268/2012

2. Appraisal of performance and reclassification/promotions

Talent development and performance management at EFSA takes place through continuous dialogue between people and managers. The yearly performance dialogue exercise is one occasion of formal feedback. EFSA, however promotes a culture of ongoing feedback with a mandatory formal intermediate dialogue and other informal opportunities throughout the year.

The outcome of the 2016 promotion/reclassification exercise resulted in 39 statutory staff members being promoted/reclassified (corresponding to approximately 12% of eligible staff), distributed as follows: 30 temporary agents and 9 contract agents (out of the final list of 39 staff members promoted/reclassified, 12 are pending the third language requirement before 31/12/2016).

Apart from promotion/reclassification, other actions relating to career development were discussed at the 2016 talent review meetings. Having in mind the career aspirations expressed by people, the process led to: 13 mobilities towards people's development, the offer of 4 high profile courses (courses of up to €15,000 leading to a certification, PhD, or in general to enhance the person's CV) and 7 people on a newly formalised stretch assignment path. In addition, in line with Strategic Objective 5, it was proposed to embark a total of 14 people on a managerial development path ('managerial pipeline'). With prior assessment on the availability of necessary budgetary resources and taking into account the appraisal philosophy that EFSA wants to implement (i.e. focusing the reward on top performers of the Organisation), it is foreseen to monitor EFSA's promotion rate in the coming years so as to respect as much as possible the rates indicated in Annex IB of the staff regulations.

Following changes to staff regulations, EFSA will evaluate the budgetary implication of aligning the promotion rate / career progression and evaluate the possible increase accordingly.

Table 1: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2015		How many staff members were promoted / reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 15					
AD 14		1			
AD 13		1			
AD 12		2			
AD 11		5			
AD 10		8			
AD 9		29		2	7.84
AD 8		58		3	6.02
AD 7	4	43		3	6.41
AD 6	1	45		6	5.50
AD 5		15		4	5.19

Category and grade	Staff in activity at 1.01.2015		How many staff members were promoted / reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
Total AD	5	207		18	5.93
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		2			
AST 6		0			
AST 5		13		1	6.84
AST 4		38		3	8.82
AST 3		18		5	6.99
AST 2		39		3	5.96
AST 1		5			
Total AST	0	115		12	7.18
AST/SC6					
AST/SC5					
AST/SC4					
AST/SC3					
AST/SC2					
AST/SC1					
Total AST/SC	0	0			
Total	5	322		31	5.91

Table 2: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.01.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	4		
	15	2		
	14	38	3	5.70
	13	14	2	5.73
CA III	12			
	11			
	10			
	9	2		
	8	2	1	4.42
CA II	7			
	6			
	5	23	2	5.57
	4	17	1	5.92
CA I	3			
	2	1		
	1			
Total		103	9	5.71

3. Mobility policy

Mobility within EFSA

All internal moves are processed via article 7 of the staff regulations and for transparency purposes they are published internally on the intranet portal.

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

During 2016 (Jan-Oct), 36 EFSA staff members changed job through internal mobility, both to respond to business needs and to staff motivations. In practical terms, the tools used to cover vacant posts internally have been career opportunity projects, performance dialogue career motivations, talent review outcomes, assignments to specific projects, transfer in the interest of service including compulsory mobility (e.g. after ten years of service in the same function) related to sensitive and managerial functions.

Mobility amongst agencies (inter-agency job market)

On 6 October 2009, EFSA joined the inter-agency job market (IAJM). As for all other agencies, the basis of EFSA's participation in the interagency job market is to offer possibilities of mobility to staff in agencies by assuring a continuation of careers and grades.

Mobility between the agencies and the EU institutions

At present, there is no mobility policy between the agencies and the EU institutions.

4. Gender and geographical balance

Gender balance (31.12.2016)

The overall gender balance among EFSA's staff – as presented in table 3 – shows a female prevalence; this majority is more marked among Contract Agents and Seconded National Experts.

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

Without prejudice to non-discrimination practices, EFSA will try to follow as much as possible a gender balanced structure of its staff at the time of the appointment of the successful incumbent. In particular, EFSA has introduced a verification step at the end of each selection procedure to assess the impact of the potential recruitment in terms of gender and nationality balance.

Table 3: EFSA staff by gender

	Officials		Temporary Agents		Contract Agents				SNEs	TOTAL	
	AD	AST	AD	AST	FGIV	FG III	FG II	FG I			
Female	2	0	100	86	56	1	23	1	7	276	61.3%
Male	3	0	107	22	31	3	5	0	3	174	38.7%
TOTAL	5	0	207	108	87	4	28	1	10	450	

Geographical balance (31.12.2016)

EFSA's recruitment policies are designed to attract and retain the best competences to support the delivery of its work plan, with no discrimination with regard to gender and geographical balance, in compliance with the staff regulations. The distribution of staff by nationality is presented in table 4.

Implementing measures include the following:

In order to promote equal opportunities, the terms of the vacancy notices prevent any kind of discrimination and the selection board's composition is balanced as far as possible.

Broad dissemination of vacancy notices through publication in specialized international press as well as on relevant social media platforms;

Close collaboration of EFSA management with the Board of European Schools and the management of the "Scuola per l'Europa" in Parma to ensure that staff members' children enjoy multilingual top quality education (i.e. candidates with children will not refrain from applying if they know that excellent multilingual education opportunities are offered in Parma).

Moreover, as a keystone of European Union food and feed safety risk assessment, EFSA provides a sound foundation for European policies and legislation, which benefit citizens directly by ensuring a high level of food safety and consumer protection. Hence, this citizens' dimension is reflected in the way how EFSA's is functioning and is an integrated part of EFSA's governance and working practices.

Table 4: EFSA staff by nationality

	Officials		Temporary Agents		Contract Agents				SNEs	TOTAL	
	AD	AST	AD	AST	FGIV	FG III	FG II	FG I			
Austria			9		1					10	2.2%
Belgium			23	11	2	1				37	8.2%
Bulgaria					2	1	1			4	0.9%
Croatia					1					1	0.2%
Czech Republic			1	1	1					3	0.7%
Denmark			1	1			1			3	0.7%
Finland			1							1	0.2%
France	1		16	5	4			1		27	6.0%
Germany			15	1	3	1	2		1	23	5.1%
Greece			8	1	10		1		3	23	5.1%
Hungary			6	2	3		2		1	14	3.1%
Ireland			2	5						7	1.6%
Italy	1		77	62	36	1	17		1	195	43.3%
Serbia										0	0.0%
Latvia			1							1	0.2%
Luxembourg			3							3	0.7%
Malta				1						1	0.2%
Montenegro									1	1	0.2%
Netherlands			6							6	1.3%
Poland					4		2			6	1.3%
Portugal	2		6	3	1					12	2.7%
Romania			1	2	4				1	8	1.8%
Russia									1	1	0.2%
Slovakia	1			1	3		1			6	1.3%
Spain			18	6	10				1	35	7.8%
Sweden				1						1	0.2%
United Kingdom			13	5	2		1			21	4.7%
TOTAL	5	0	207	108	87	4	28	1	10	450	

5. Schooling

EFSA considers schooling as an essential part of its staff policy. For this purpose, a European school ("Scuola per l'Europa") was established in 2004 and accredited in 2008 under the system of European schools. The school includes teaching up to the baccalaureate level. In 2009, the Italian authorities have commissioned the construction of a new building to host the school (the current facilities being in poor conditions), through a project totaling a value of €35 million (to be paid by the Italian authorities).

Due to financial difficulties with the constructor, works were suspended in 2012 (at about 90% completion), and remained on hold until May 2016. They have now been resumed and the building is set for completion in 2017. The move to the new facilities is planned to take place before the start of the school year 2017-18.

A contribution to the EU accredited European school in Parma worth €1.13 million was paid from the EFSA's budget in 2016. The amount paid in 2016 and budgeted for 2017 has been slightly increased to cover the foreseen increases both in the annual school fees and in the number of pupils and children (€1.03 was paid in 2015).

Table 5: Number of pupils per scholastic year

2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
142	147	140	148	156	160

Annex V: Buildings

1. Current building

	Name, location and type of building	Other comment
Information to be provided per building:	EFSA seat, Parma, office building	EFSA seat was acquired on 19 December 2011.
Surface area (in square metres) Of which office space: Of which non-office space:	27,500 m ² total 14,200 m ² office space 1,600 m ² restaurant / kitchen 11,700 m ² Parking, basement and technics	
Annual down payment (in EUR)	€1.8 million	
Type and duration of rental contract	25 years, ending December 2036	
Host country grant or support	0	
Present value of the building	€25.88 million	Capital value remaining due at 31/12/2016
Information to be provided per building:	EFSA representative office, Brussels	EFSA renting contract was signed on 01/09/2016
Office space area (in square metres)	41 m ² office space	
Annual rent (in EUR)	€41,000, all services included	
Type and duration of rental contract	1 year, renewable	
Host country grant or support	0	
Present value of the building	-	

2. Building project in the planning phase

Not applicable

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

Not applicable

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
In the seat agreement, Italy committed to apply to the Authority the privileges and immunities provided for in the protocol on the privileges and immunities of the European Communities, signed in Brussels on 8 April 1965.	The Executive Director of the Authority and members of the senior management team, their spouse and dependent family members are granted privileges and immunities, facilities and concessions granted by the Italian Government to members of equivalent rank in the diplomatic corps in Italy.	
The Authority, its assets and funds, wherever they may be, are immune – in the performance of the official activities – from any form of legal proceedings and are not the subject of any administrative or legal measure of constraint.	Staff is exempt from national taxes on salaries, wages and emoluments paid by the Authority.	
The premises and the buildings used by the Authority as well as the archives are inviolable.	Staff is immune from legal proceedings in respect of acts performed by them in the exercise of official duties.	

Annex VII: Evaluations

The third meta-evaluation of EFSA shall be commissioned in 2017, as foreseen in Article 61 of EFSA's Founding Regulation (EC) 178/2002. The specifications will be established by the Management Board in close cooperation with the European Commission and the results submitted to the European Parliament and the Council in the course of 2018. Through its progress reports, EFSA will ensure that the Management Board will be apprised regularly of the implementation of the recommendations that might result from the meta-evaluation.

Since 2014, EFSA is equipped with a regulatory framework that integrates ex-ante and ex-post evaluations of significant programmes and activities. EFSA developed its policy approach towards applying these provisions and implemented them by chartering all activity of the Authority by process and project. Furthermore, business cases were updated and developed for transformation programmes and other selected expenditures.

Ex-ante evaluations allow for addressing the business cases, the scope of the programmes, projects or activities when they represent at least 5% of the annual operational budget. Ex-ante evaluations also apply to the policies and the management objectives that are to be achieved as well as the link to EFSA priorities. Ex-ante evaluations in particular cover:

- The options available, including the risks associated with them and the priority (low/medium/high);
- The results and impacts expected including the indicators and evaluation arrangement needed to measure them;
- The most appropriate method of implementation for the preferred option(s);
- The internal coherence of the proposed programme, projects or activity and its relations with other relevant programmes, projects or activities;
- The volume of appropriations, human resources and other administrative expenditure to be allocated to each proposal with due regard for the cost-effectiveness principle;
- The monitoring and reporting arrangements which have been standardized across all projects and processes of the Authority.

Ex-post evaluations cover all programmes, projects or activities where the resources mobilised exceed 10% of the annual operational expenditure of the Authority. In practice, the project methodology requires it even for smaller projects; to this end EFSA is incrementally implementing project closure reports on the realization of the business case and achievement of expected benefits.

The above practice will be further specified and verified with the continued maturation and improvement of EFSA's project management methodology.

Annex VIII: Risks year 2018

An important element of EFSA's strategic planning is the identification and mitigation of the risks to which the organisation is exposed. This is crucial in formulating a risk management strategy that is based on a good awareness and understanding of the risk environment.

The operational risks are captured at the level of the processes and projects, and it falls under the responsibility of the process and project manager to monitor and where necessary escalate to management the risks inherent to the process or project. EFSA management participates in the risk assessment exercise identifying the high level corporate risks, which find their risk responses in the implementation plan of EFSA's strategy and the cascaded projects or processes which fall under the responsibility of the assigned unit and managers.

In 2018, EFSA will continue to work on the mitigation of the critical and significant risks identified and shall organise a high level risk management workshop.

Mitigation of current risks identified

In 2016, EFSA organised a risk management workshop with stakeholders in support of transparency and engagement. The purpose was to review the risks already identified by EFSA and to gather, where assessed appropriated or needed by EFSA's stakeholders, additional risk mitigation proposals for these risks. The second aspect of the workshop was to collect from stakeholders any other high level risks they would have identified as well as their proposals to mitigate them.

The outcome of the workshop was that none of the high level risks was regarded as critical, i.e. with the potential to threaten the realisation of major objectives, cause serious damage to partners, result in critical intervention at a political level or seriously impact on the organisation's image or reputation:

It should be noted that stakeholders discarded the risk of "being static". They perceive it as not applicable to EFSA. The reputation risk, however, was flagged as the more significant one. Three other risks were identified i.e. "being slow", lack of communication with the public at large and the risk of "being less inclusive".

These risks are either noted or assessed significant. The required mitigating actions or additional control in order to bring their potential impact back to acceptable level are imbedded in the implementation plan of EFSA's strategy. For each risk, the strategy implementation plan identifies outcomes, activities or outputs that address it. The risks concerned are the following:

- Being inept: EFSA lacking expertise, competences and talents externally and internally to deliver prime quality science. Hence, EFSA becoming inept to conduct its mission.
- Risk of loss of reputation: EFSA becoming a questioned, frequently challenged reference at large, hence defeating its role as authority.
- Being narrow: EFSA missing the generic risk assessment focus and narrowing down its role, hence becoming irrelevant.
- Being blind: EFSA not anticipating the evolutions in its role and not envisioning its future positioning and needs, hence being short-sighted.
- Being slow: EFSA not managing stakeholders' expectations in a timely manner would undermine the stakeholder engagement approach.

- Lack of communication with the public at large: EFSA and national bodies not having the same outcome or not being aligned in communicating might create perplexity in the European public.
- Being less inclusive: EFSA not targeting information to the right stakeholders or being unbalanced in stakeholders' representation might lead to disengagement.

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Annex IX: Preliminary draft 2018 work programme for grants and operational procurements

1. Science programme: procurements and grants

Introduction

Public procurement and grants procedures of EFSA are governed by the relevant EU regulations, in particular:

- Council Regulation (EU, EURATOM) No 966/2012 of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002, as amended by Regulation (EU, EURATOM) 1929/2015 of the European Parliament and of the Council of 28 October 2015, referred to hereafter as "EU Financial Regulation-(EU FR)" and,
- Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union, as amended by Commission Delegated Regulation (EU) No 2015/2462 of 30 October 2015, referred to hereafter as "Rules of Application - (RAP)".

Article 84(2) of the EU FR states that: "Except in the case of appropriations which can be implemented without a basic act in accordance with point (e) of the first subparagraph of Article 54(2), the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution". Article 94 of the RAP, states under paragraph 2, that the financing decision shall in particular set out certain essential elements for an action involving the expenditure from the budget for grants and for procurement. In addition under paragraph 3 it is stated that the work programme which contains the information set out in paragraph 2 shall be considered to be the financing decision for grants and procurements. Specific for grants: Article 128 of the EU FR states that: "Grants shall be subject to a work programme, to be published prior to its implementation."

Basic act and financing source

Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety, referred to hereafter as "EFSA's Founding Regulation".

The following refers specifically to grants:

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

Budget line

3210

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

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

In the previous years, the activities related to grants and procurements in science were presented on an annual work programme basis. For the first time, within the framework of the new multiannual [EFSA Strategy 2020](#), EFSA is developing a multiannual work programme implementing its strategic objectives. To this end, the 2017 work programme on science grants and procurements is directly linked to implementation of strategic objectives 1, 2, 3 & 4.

Eligibility and exclusion criteria

For grants:

- Applicants must be on the Article 36 list adopted by the Management Board of EFSA on 19 December 2006, which is updated regularly, implying fulfilment of the criteria laid down in the Commission Regulation (EC) No 2230/2004; and shall not be in one of the exclusion situations referred to in Article 106 and 107 of the EU Financial Regulation (FR) and as listed in the EFSA guidance for tenderers available at EFSA website.

For procurement:

- The rules of participating to EFSA's procurement procedures are detailed in the EFSA guidance for tenderers available at EFSA website. Tenderers shall not be in one of the exclusion situations referred to in Article 106 and 107 of the EU FR.

Selection and award criteria

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

- Economic and financial capacity (e.g. annual turnover);
- Technical and professional capacity

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

- The quality of the submitted proposal/tender, e.g. assessing aspects as listed below:
 - The methodology proposed for implementation (convincing justification and step by step explanation of the methodology)
 - The proposed project organisation and management by the applicant/tenderer (clarity of organization of project into work packages, clear and detailed information on distribution of the tasks among the project team);
 - The proposed risk management approach (risks identifications and proposed mitigating actions);
 - Measures proposed to meet deadlines;
 - Measures proposed to guarantee quality of deliverables (special additional measures for quality assurance proposed for this particular project).
 - The cost effectiveness of the estimated budget (in case of grants) / the price (in case of procurement).

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

Maximum rate of co-financing for grants

Up to 90% of the eligible costs, however, the call for proposal might specify lower co-financing rates. Overall, regarding EFSA's grant schemes the following co-financing rates are applicable⁵⁹:

- Specific Article 36 grants – max. 90% of the project eligible costs
- Thematic grants - max. 50% of the project eligible costs
- Joint scientific projects within scope of Article 190 of RAP – max. 90% for low value grants (max. 60,000 EUR EFSA grant amount) and max. 50% for bigger scope and long-term cooperation projects with Article 36 organizations mainly under a Framework Partnership Agreement (FPA).
- Focal Points grant agreements - the co-financing rate of 70% is already embedded in the lump sum.
- Fellowship programme – the co-financing rate of 90% will be embedded in the lump sum.
- Partnering projects – to be defined in 2017

Monitoring the added value of science programme implementation

Key performance indicators (KPIs) for measuring the impact of the science programme in 2018 is expected to be fully implemented.

Indicative amounts available for calls for proposals/tenders for 2018 and indicative list of scientific activities to be outsourced

The indicative budget of €9.3 million for scientific projects in 2018 is slightly lower than the 2017 budget of €9.5 million for scientific activities due to EFSA's resource constraints. The scientific activities to be outsourced in 2018 will ensure continuation of the projects initiated in 2017 and will comprise new initiatives directly linked to implementation of EFSA's strategic objectives 1, 2, 3 and 4. During 2017, the indicative list of scientific activities to be outsourced in 2018 will be defined.

⁵⁹ The indicated co-financing rates are subject to modifications based on EFSA's decision

2. Communication programme

For basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria, see under part I, "Science programme" - procurement.

The indicative budget of €2.5 million for the communication programme in 2018 in support of EFSA's strategic objectives 1 to 4 will cover indicatively processes and projects such as communications content development, content dissemination, EFSA Journal, social media, media relations, institutional and stakeholders relations, organisation of communication events related to specific scientific topics and EU Agencies' Network. During 2017, the indicative list of activities to be outsourced in 2018 will be defined.

3. Operational support

Basic act and legislation, budget lines, eligibility, exclusion, selection and award criteria: see under part I and under "Science programme" - procurement.

The indicative budget of €7.5 million for the operational support in 2018 in support of EFSA's strategic objectives 1 to 4 will cover indicatively logistical support to meetings, operational IT systems run, various business transformation projects, consultancy costs related to quality management, information management programme, organisational development, expertise management programme, strategy support and library management services. During 2017, the indicative list of activities to be outsourced in 2018 will be defined.

General provisions

Synergies with interagency and inter-institutional procurements

EFSA is systematically exploring possibilities to join inter-institutional and to share resources via launching or joining inter-agency calls.

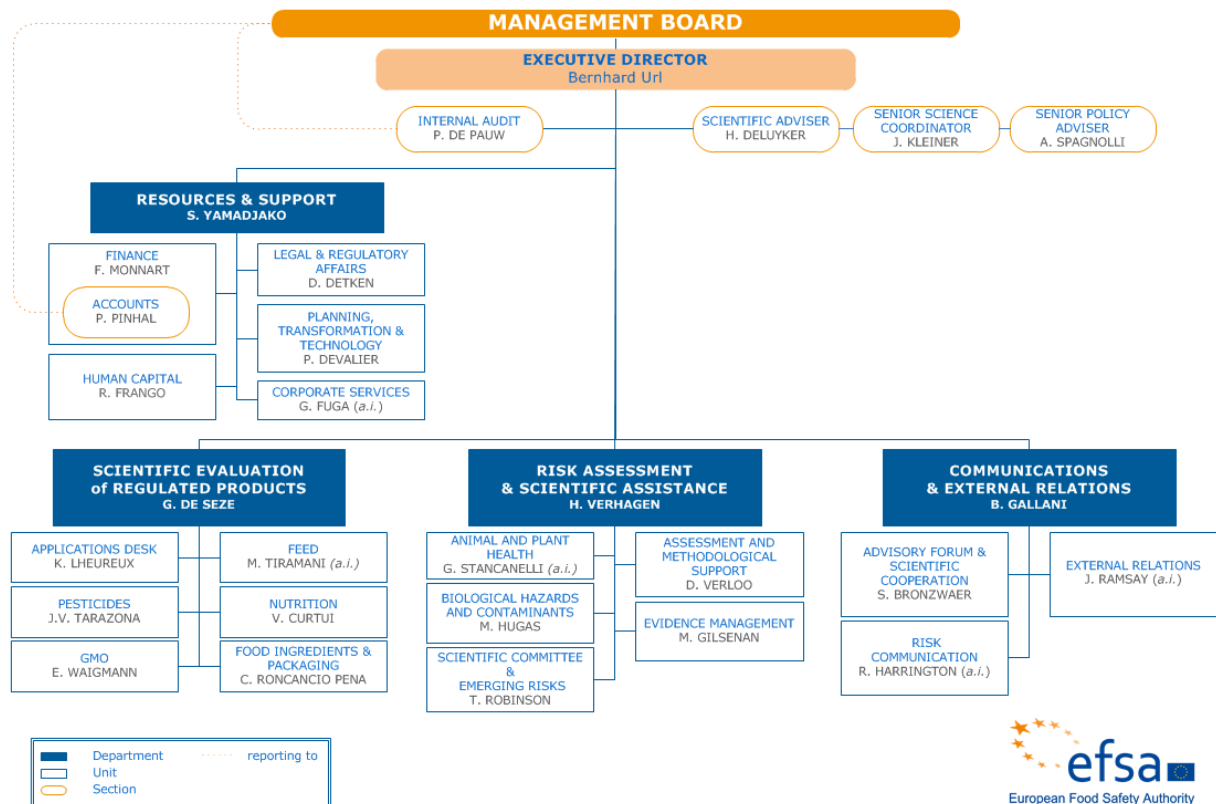
Indicative schedule of calls for proposals and of calls for tenders for 2018

It is expected that the majority of the calls will be launched during the first half of 2018⁶⁰. Potential applicants/tenderers are invited to visit the list with the [forthcoming calls for tenders \(procurement\) and calls for proposals \(grants\)](#).

⁶⁰ In case a call for proposals/tenders is launched before the official approval of the budget, a respective clause will be added to indicate that the project is subject to the approval of EFSA's 2018 budget by the budgetary authority and that no grant/procurement project will be awarded before such approval.

Annex X. Organisation chart year 2017

1. Organisation and organizational charts 01.09.16



Org. Structure 31/12/2016	Officials		TAs		CAs		TOT STATUTORY STAFF		SNEs	S. Providers
	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant	TOT. POSTS	of which vacant		
ED Total	0	0	8	0	1	1	9	1	0	0
ED (incl. "ED Pot")	0	0	7	0	1	1	8	1	0	0
INT. AUDIT	0	0	1	0	0	0	1	0	0	0
REPRO Total	1	0	105	6	45	1	151	7	3	0
REPRO HoD Office	0	0	2	0	2	0	4	0	0	0
APDESK	0	0	4	1	7	0	11	1	1	0
PRAS	0	0	36	2	18	1	54	3	0	0
GMO	1	0	16	1	5	0	22	1	0	0
FEED	0	0	15	0	2	0	17	0	0	0
NUTRI	0	0	11	1	3	0	14	1	0	0
FIP	0	0	21	1	8	0	29	1	2	0
RASA Total	3	0	79	1	29	0	111	1	3	0
RASA HoD Office	0	0	4	0	0	0	4	0	0	0
ALPHA	0	0	15	0	5	0	20	0	3	0
BIOCONTAM	0	0	22	1	4	0	26	1	0	0
AMU	1	0	12	0	4	0	17	0	0	0
DATA	0	0	14	0	10	0	24	0	0	0
SCER	2	0	12	0	6	0	20	0	0	0
COMMS Total	0	0	35	0	13	1	48	1	3	0
COMMS HoD Office	0	0	5	0	0	0	5	0	0	0
EXREL	0	0	7	0	3	1	10	1	0	0
RISKCOM	0	0	13	0	8	0	21	0	0	0
AFSCO	0	0	10	0	2	0	12	0	3	0
RESU Total	1	0	98	3	37	2	136	5	1	49
RESU HoD Office	0	0	4	1	1	1	5	2	0	0
FIN	1	0	21	0	6	0	28	0	0	0
FIN-ACCOUNT	0	0	2	0	0	0	2	0	0	0
HUCAP	0	0	17	1	8	0	25	1	1	0.5
LRA	0	0	10	0	2	1	12	1	0	0
PTT	0	0	28	1	12	0	40	1	0	17
CORSER	0	0	16	0	8	0	24	0	0	31.5
	5	0	325	10	125	5	455	15	10	49

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