

GLOBAL PERFORMANCE SERVICES

EFSA Performance Report

Second Reporting period 2017






May – August 2017



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Legend

Status	Symbol	Thresholds
Over-Achieved		Actual/Target more than 105%
Achieved		Actual/Target between 95% and 105%
Partially Achieved		Actual/Target between 75% and 95%
Not Achieved		Actual/Target less than 75%
N/A		Data not available for this period

List of acronyms

AFSCO	Advisory Forum and Scientific Cooperation Unit
AHAW Panel	EFSA Panel on Animal Health and Welfare
ALPHA	EFSA Animal and Plant Health Unit
AMU	EFSA Assessment and Methodological Support Unit
AMR	Antimicrobial resistance
ANS Panel	EFSA Panel on Food Additives and Nutrient Sources Added to Food
APDESK	EFSA Applications Desk Unit
BAU	Business as usual
BIOCONTAM	EFSA Biological Hazards and Contaminants Unit
BIOHAZ Panel	EFSA Panel on Biological Hazards
BUS	Business Services Department
CBC	EFSA Corporate Business Control Team
CEF Panel	EFSA Panel on Food Contact Materials, Enzymes, Flavourings and Processing Aids
CEN	Communications Experts Network
COMMS	EFSA Communications and External Relations Department
CONTAM Panel	EFSA Panel on Contaminants in the Food Chain
CORSER	EFSA Corporate Services Unit
CRM	Customer Relation Management Project
DATA	EFSA Evidence Management Unit
DEV	Development projects
DG SANTE	Directorate General for Health and Food Safety
DOI	Declaration of Interest
doi	digital object identifier
DTS	Digital Transformation Services
EC	European Commission
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
EKE	Expert Knowledge Elicitation
EMA	European Medicines Agency
EMAS	Eco-Management Audit Scheme 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 and Packaging Unit
FTE	Full-Time staff Equivalent
GMO	Genetically Modified Organism / EFSA GMO Unit
GMO Panel	EFSA Panel on Genetically Modified Organisms
GPS	Global Performance Services Unit
HUCAP	EFSA Human Capital Unit
IAS	Internal Audit Service of the European Commission
IPCHeM	Information Platform for Chemical Monitoring
IPPC	International Plant Protection Convention
JRC	Joint Research Centre
JRC-IPSC	JRC Institute for the Protection and Security of the Citizen
LA	EFSA Legal and Regulatory Affairs Unit
MB	EFSA Management Board
MD programme	Managers' development programme
MP	Methodologies Programme
MRL	Maximum Residue Level
MS	Member States
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 and Safety Assessment Series
Open ScAIE	Open Scientific Advanced Information and Evidence Hub
PII	Process improvement initiatives
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 Scientific Assessments project
RA	risk assessment
RASA	EFSA Risk Assessment and Scientific Assistance Department
RAW	Risk Assessment Workflow
REGPRO	Regulated products area
REPRO	EFSA Scientific Evaluation of Regulated Products Department
RISCOM	EFSA Risk Communication Unit
ROA	Rapid Outbreak Assessment
SC	EFSA Scientific Committee
SCER	EFSA Scientific Committee and Emerging Risks Unit
SDWH	Scientific Data Warehouse project
SEA	Stakeholder Engagement Approach
SSD2	Standard Sample Description project
TDI	Tolerable Daily Intake
TERA	Transparency and Engagement in Risk Assessment project

Introduction

This document is the second Performance Report of EFSA and is designed to include information in all aspects of the EFSA performance measured during the respective period of reporting against the annual and multiannual work programme as presented in the Single Programming Document adopted on 14 December 2016. Following the comments received during the 73rd session of the MB, an effort is made to reduce the size of the report and provide clarity on the structure. Focus has been put to the contribution of the activities and outputs of this reporting period to the expected results of the implementation of EFSA Strategy 2020.

EFSA's Performance Indicators are set in the Single Programming Document 2017-2019 in order to monitor the annual and the multiannual work of EFSA towards the achievement of its strategic objectives, following a "results-oriented approach". Three levels of indicators are defined:

- Intermediate impact (result) indicators measure EFSA's performance to achieve its strategic objectives in the long term from all related activities in a strategic area.
- Outcome (result) indicators measure the result of several activities towards achieving partially a strategic objective in the midterm. Being measured less frequently, they are included in the report only if defined and if the frequency of measurement is relevant to the quarter.
- Output indicators are the annual work programme indicators directly linked to the outputs of specific activities in a strategic area (processes or process improvement initiatives or projects) during the year (see fig. 1).

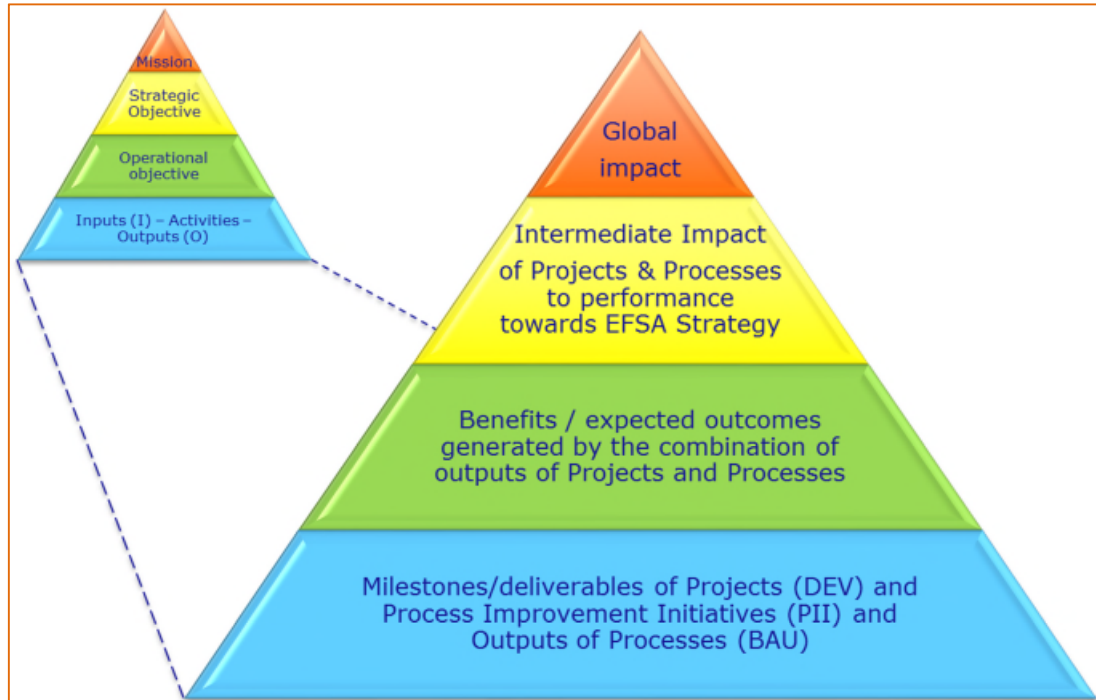


Figure 1. Reaching strategic objectives by implementing the results based management approach.

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

- The performance of EFSA towards the results expected per strategic objective. This is measured through the intermediate impact indicators, outcome indicators and output indicators that were included in the results based approach model last year. The report

contains information on those indicators that are currently defined. As mentioned in the SPD 2017-2019, there is a number of indicators for which the target and/or the baseline are under definition in 2017;

- The progress of the work programme execution at outputs level and any variance observed representing a deviation to the initial plan;
- The current status of the projects based on relevant data such as time, costs, quality and risks parameters including how they do contribute to the achievement of the expected results;
- The forecast for the execution of the various aspects of the work programme by the end of the year;
- The comparison, whenever possible, with the performance of the same period in the previous year in order to provide elements for reflection on trends and inform discussion on future activities.

The structure given to the report follows the one of the Annual Activity Report. It is split in three sections: Work programme achievements (I), Management of resources (II) and Assurance (III). However, Section III (Assurance) will be reported only in October and in the Annual Activity Report in March. The recipients are the EFSA Governance bodies, namely the Management team and the Management Board.

The release is done three times per year, following the respective reporting periods in alignment with the MB meetings:

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

The last two months of the year will be included in the Annual Activity Report presented in March of the subsequent year.

The present report contains the achievements of the 2nd reporting period (P2), from the 1st of May to the 31st of August 2017. The actual values of the performance indicators are cumulative numbers (January-August) compared to the annual targets set in the annual and multiannual work programme of EFSA.

Performance at a glance

The overall performance for this reporting period is satisfactory with only one out of 59 indicators demonstrating 'relevant deviations' from their targets (the output indicator in SO1 'Number of questions in backlog in PRAS (art. 12 only) delivered'). Figure 2 presents the overview of the EFSA performance per strategic objective for this reporting period. The picture will be completed later in the year, when the remaining part of the performance indicators will be defined and measured.

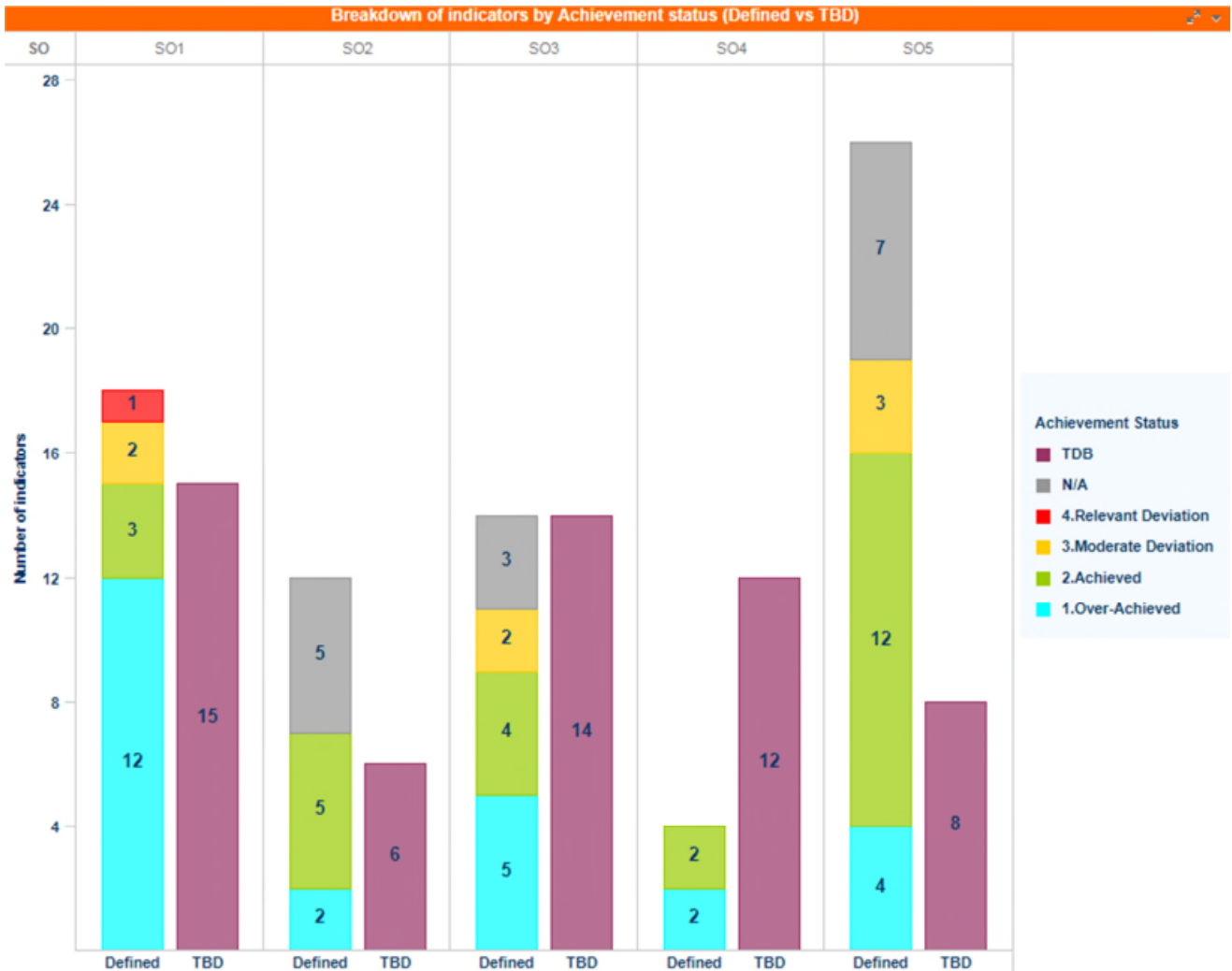


Figure 2. EFSA performance per strategic objective in P2 (January – August 2017)

Looking deeper in SO1 the picture is overall positive with the production of scientific outputs exceeding expectations, for both general risk assessment and regulated products. However, in regulated products the art.12 backlog reduction in PRAS did not reach the target for this reporting period but it is expected to remediate by the end of the year. In the same area of regulated products the timeliness is slightly below the target for 'the scientific and technical questions adopted within the deadline' (excluding backlog). On the other hand, in the area of stakeholders' engagement and communication a moderate deviation from the target is observed for the indicator 'Proportion of scientific outputs delivered within 28 working days of adoption (%)', however progress is made since the previous reporting period. Nevertheless, the overall medium term result in enhanced outreach and communication exceeds expectations even

if the long term result on 'impact of media coverage' is slightly below target (but not below the baseline 2016) due to the end of August- negative coverage related to glyphosate. The majority of projects contributing to the results of this strategic area are on track. Some deviations in the implementation of the IT solutions and their integration are observed in Matrix project, where the pilots foreseen have been postponed to autumn 2017.

Under SO2 and the evidence management area, the production of scientific outputs exceeded expectations. Towards wider data coverage, the 'Molecular typing' project has some risks of delay due to technical issues however it is foreseen that the project can be completed in September. In the context of increased standardisation and interoperability of data, EU MENU risks delays on the approval of reports due to quality issues, while the pilot SSD2 and IPCHEM projects have successfully delivered and closed. Finally the pilot project 'data collection services' implementing service management in the DATA unit in response to an IAS audit recommendation is pending prioritisation on budgetary grounds.

In SO3, towards building the EU's scientific assessment capacity and knowledge community, the international cooperation activities and the resulted agreements are exceeding expectations. The activities with European and international partners towards building and sharing capacity within the risk assessment community exceed expectations.

In the preparedness and methodological development area (SO4), the production of scientific outputs is exceeding expectations as well. Aiming at fostered use of new approaches and enhanced ability to anticipate and respond to risks, the relevant projects are on track. Moderate deviation from the target observed in the guidance development on Hazard assessment of Endocrine Disruptors for which an extension of deadline is requested.

In SO5 activities towards creating environment and culture reflecting EFSA's values, at the level of the annual programme execution the financial performance is slightly below target but higher than last year execution. Compliance to the independence rules of EFSA is on track with the proportion of experts with approved annual DOI (aDOI) before first meeting invitation on target, while there is a deviation on the proportion of experts with approved specific DOI (sDOI) before participation in an EFSA meeting. A world-class IT to enable the achievement of EFSA's strategic objectives is ascertained according to metrics on service delivery 89% above target & end user satisfaction of 92% which increased in P2 and exceeded target of 90%. Additionally, the transformation performance index has reached the target, improving from the previous reporting period.

Overall, the indicator for sound operational performance is on target. However, the single indicator showing relevant deviation in SO1, brings the intermediate impact indicator 'Proportion of KPIs of the programming documents reaching target – output indicators' in strategic objective 5 at 88.2%, below the target, while the same indicator calculating the overall performance of the outcome indicators reached 96.3% and exceeds the target of 90%. No further deviations are observed in the long and medium term results indicators.

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

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 regulated products, the main achievements from the implementation of the EFSA work programme during the second reporting period of 2017 were:

General risk assessment

- **Animal welfare**

Vector-borne diseases - story maps: EFSA has launched 36 interactive story maps that provide user-friendly information on [vector-borne diseases](#) – from their geographical spread, to the risk of introduction in the EU to prevention and control measures. The story maps have been developed as part of a scientific opinion that will support risk managers to prioritise control measures. The tool that experts developed to carry out their risk assessments ([Mintrisk](#)) and the data and information used by the experts to reach their conclusions are publicly available. The interactive tool encourages public and stakeholder engagement by providing visually stimulating and user-friendly way of reviewing information about various animal diseases. It reflects an effort to optimize access to data and provides a baseline in assessment of a future evaluation of an animal disease threat.

Welfare insights on slaughter of pregnant animals: EFSA experts have examined issues surrounding the slaughter of pregnant farmed animals in Europe. EFSA's Panel on Animal Health and Welfare first assessed whether and when livestock foetuses of different animal species experience pain. The experts estimated the probability that foetuses experience pain during the final third of gestation. They concluded that the most probable scenario is that they don't due to the presence of a series of inhibitory mechanisms in the body of the foetus. There is limited information on this topic and EFSA's scientific opinion, which is based on expert judgement, offers insights that can be used by risk managers across the EU.

- **Antimicrobial resistance**

EU report: more evidence on link between antibiotic use and antibiotic resistance: The EFSA, EMA and the ECDC finalized the Joint Interagency Antimicrobial Consumption and Resistance Analysis (JIACRA) report that presents new data on antibiotic consumption and antibiotic resistance and reflects improved surveillance across Europe. The report highlights that there are still important differences across the EU in the use of antibiotics in animals and humans. Reducing their unnecessary use will have an impact on the occurrence of resistance. Experts of the three agencies recommend further research to better understand how the use of antibiotics and resistance affect one another.

- **Biological hazards**

Scientists investigate origin of isolated BSE cases: the European Commission asked EFSA to investigate the origin of isolated cases of bovine spongiform encephalopathy (BSE) that are still being reported in the EU, although none of the 60 cases reported since 2001 entered the food chain, and to determine if these cases were caused by contaminated feed or whether they occurred without an apparent cause. EFSA experts concluded that contaminated feed is the most likely source of infection. EFSA experts made a series of recommendations to maintain and strengthen the EU monitoring and reporting system, and to evaluate new scientific data that become available.

- **Plant health**

Pest risk assessment and risk reduction options for *Atropellis* spp, *Diaporthe vaccini*, *Eotetranychus lewisi* and *Radopholus similis*: To support the new EU Plant Health regime several pest risk assessments were adopted applying a quantitative pest risk assessment methodology. These opinions are considered to be pilots for testing the new methodology using models following the pathways, modelling the changes of infestation allowing quantification including uncertainty and evaluation of risk reduction options. These opinions further build the EU's scientific knowledge base on these pests and their control. They use newly developed methodology and furthermore assist the preparation for future risk assessment challenges.

Plant Pest categorisation opinions: Within the frame of supporting the new EU plant health law and its secondary legislation for the listing of EU regulated pests, EFSA has published 8 pest categorisations out of 133 plant pest categorisations in total that will be delivered in 3 batches throughout 2017-2020. In particular, EFSA is to determine whether a specific pest falls in the criteria of a quarantine pest or those of a regulated/non-quarantine pest for the area of the EU. The scientific opinions provide information on the distribution of the pest and its host(s), the identity and biology of the pest, its entry pathways, establishment, spread and impact in the EU territory, as well as the control measures. This work widens EFSA's evidence base on these pests and as it is the Step 1 of pest risks assessments it contributes significantly to the building of the EU scientific assessment capacity, and improves the preparatory phase for future risk assessments.

Scientific opinion on the risk of Citrus junos fruits for the introduction of citrus canker: EFSA analysed two scientific papers provided by Japanese authorities, as well as 16 additional papers identified through a systematic literature review as she was asked to indicate whether *C. junos* fruit could represent a pathway for the introduction of citrus bacterial canker into the European Union. The PLH Panel considers that its conclusions from the 2014 opinion still apply. The targeted reply of EFSA about possible pest introduction into EU via citrus fruit, widens the evidence base on this disease and improved the preparation for future risk assessment challenges.

- **Nutrition**

Dietary reference values: EFSA publishes advice on vitamin K: EFSA has set dietary reference values for vitamin K as part of its review of scientific advice on nutrient intakes. The Panel on Dietetic Products, Nutrition and Allergies (NDA) decided to maintain the dietary reference values established by the Scientific Committee for Food in 1993. In order to ensure public engagement, a public consultation was carried out and a technical report on the comments received was published.

Dietary reference values for riboflavin (vitamin B2) as part of its review of scientific advice on nutrient intakes: Based on new scientific findings, the Panel on Dietetic Products, Nutrition and Allergies (NDA) decided to update the dietary reference values for riboflavin established by the Scientific Committee for Food in 1993. EFSA considered comments and input on the draft scientific opinion it received during a five-week public consultation. A technical report on the comments received was published.

Regulated products evaluation

- **Support to applicants**

The MATRIX project is piloting the electronic submission of applications workflow for PRAS, GMO and FEED and continues with the definition of dossier structure and the creation of the 'dossier builder'. Some deviations in the implementation of the IT solutions and their integration are observed. For this reason, the internal pilot and the pilot with MSs, EC and applicants has been postponed respectively until September and October 2017.

In the context of promoting dialogue with applicants and supporting them in the applications procedure, the APDESK Unit finalised the 'Update of the EFSA's Catalogue of support initiatives during the life-cycle of applications for regulated products' and provided support to the 'Webinar: scientific aspects to consider when preparing a novel food application'. Finally the 4th Roundtable with industry associations was organised. The individual satisfaction applicant's survey that was launched on 1 June 2017, is on-going with low number of replies received during summer.

- **Food additives**

EFSA reviews safety of glutamates added to food: EFSA has established a safe intake level for glutamic acid and glutamates used as food additives after re-evaluating their safety. The Authority also concluded that estimated dietary exposure to glutamic acid and glutamates may exceed not only the safe level but also doses associated with adverse effects in humans for some population groups. On this basis, EFSA's experts recommend reviewing the maximum permitted levels for these food additives. EFSA re-assessed the safety of glutamates used as food additives and derived a group acceptable daily intake (ADI) based on the highest dose at which scientists observed no adverse effects on test animals in toxicity studies.

EFSA confirms safe levels for nitrites and nitrates added to food: In the framework of food additives re-evaluation foreseen in the legislation, EFSA re-evaluated the existing levels for sodium and potassium salts of nitrite and nitrate (E 249-252) that are authorised in the EU to be intentionally added to meat and other foods. EFSA concluded that these levels are sufficiently protective for consumers. Consumer exposure to nitrites and nitrates as food additives is within safe levels for all population groups, except for a slight exceedance in children whose diet is high in foods containing these additives. However, if all dietary sources of nitrites and nitrates are considered, the safe levels (ADIs) may be exceeded for all age groups.

- **Pesticides**

Scientific support for preparing an EU position in the 49th Session of the Codex Committee on Pesticide Residues (CCPR): In 2016 JMPR evaluated 12 active substances regarding the setting of toxicological reference values to be used in consumer risk assessment. EFSA was requested by the European Commission to prepare comments on the Codex MRL proposals and the proposed toxicological reference values. In addition, EFSA provided the views on follow-up assessments of JMPR on pesticides where specific concerns were raised in the previous CCPR meetings. The Scientific Report of EFSA, published in July, was the basis for deriving the EU position for the CCPR meeting.

Follow-up on glyphosate evaluation: Two EFSA statements on request from the European Commission were published in June and August on the EU assessment of glyphosate, in response to allegations made in the so-called "Monsanto papers".

Conclusion on potential endocrine disruptor properties of glyphosate: A focussed EFSA Conclusion on potential endocrine disrupting properties of glyphosate was adopted in August. The conclusions of EFSA, following the peer review of the initial risk assessment carried out by the competent authority of the rapporteur

Member State, Germany, are reported, following the submission and evaluation of pertinent data made available by the applicants. The current conclusion presents a follow-up assessment to the existing EFSA Conclusion on the peer review for the renewal of the approval of glyphosate (EFSA Journal 2015;13(11):4302) focussed on the outstanding issues identified in relation to the potential endocrine activity of glyphosate.

Stakeholders' engagement and communication

• Stakeholders' engagement

Aiming at enforcing the customer oriented approach of EFSA activities, increasing transparency throughout the risk assessment process and fostering engagement of the stakeholders throughout the development of scientific outputs, the project on 'customer oriented approach', the project on 'reputation management' and the 'Stakeholder Engagement Approach' (SEA) are on track. The TERA project is on track, delivering three more of the planned measures to further increase transparency: (i) Enhancing use of consultation in different steps of risk assessment process (including pilot on draft mandates), (ii) Consultation meetings with MSs authorities introduced, (iii) Enhanced transparency on re-opening of opinions process.

A number of opportunities for engagement with EFSA's stakeholders have taken place in Parma. Examples are: the 1st Stakeholder Forum at the end of May, with the participation of EFSA's MB chair and over 50 registered stakeholders, aiming to foster public and stakeholder involvement in the process of risk assessment. The Communicators Lab has been launched as way of eliciting feedback from EFSA's registered stakeholders; the setting up of Stakeholder Mandates Working Group as a new targeted engagement modality and the setting up of the Bee Partnership Stakeholder Discussion Group, as a follow-up on the Bee Health Symposium in Brussels.

• Media and social media

201 media requests were received, 1/3 less compared to the previous quarter, due to the summer break. Over 5,000 articles mentioned EFSA in this period with most popular topics the glyphosate, independence (Conflicts of Interest/Transparency) and pesticides (Neonics). The fipronil tainted eggs incident generated a number of requests over the time period mid-July/mid-August. Among the 23 interviews occurred in the reporting period, high-profile interviews with EFSA's ED for the national Swedish Dagens Nyheter and Iceland's national broadcasting service RÚV are highlighted. Several interviews took place with the EFSA scientists in Brussels during the bee event on June 26th. Campaigns and coverage on multiple platforms (Twitter, LinkedIn, Instagram) of the bees conference, bees photo competition, 2018 Panels renewal, Europe Day/EU@60, meat safety in the EU and AMR were developed.

Towards strengthening the effectiveness of communication, the project 'social media 2020', defined the strategy, amplification tools and its deliverables on architecture. In this context a workshop for pre-accession countries was held in FYROM.

• Content production and dissemination

The EFSA Journal launched the 'EFSA Journal Publishing Efficiency Initiative' to address the issue of timeliness in publication observed in the previous reporting period and to demonstrate the efficiency gains of the new publication process. The Risk Communications Guidelines were also published. In the context of 'Communicating uncertainty' the recruitment of a social scientists, and the first experts meeting on Guidance for Communication of Uncertainty were successful. Furthermore, support was provided to the 2018 Panel Renewal call via different channels, including a video, direct mailings and social media campaigning, while the multimedia team published two new Understanding Science videos, one on novel foods and one on alternatives to animal testing (<http://www.efsa.europa.eu/en/topics/videos>). Finally, the Annual Report on International Scientific Cooperation was published.

Within the same area, aiming at ensuring clarity in the communication of findings, EFSA organised an internal workshop on collaboration@EFSA in the context of the EFSA 2020 Strategy. As a result, two new projects were launched in July 2017: 'New World of World' under SO5 and 'Digital Collaboration' under SO1. The two projects are strictly correlated and will be coordinated under the supervision of a single Sponsor within the Information Management Programme. Four pilot areas of collaboration & cooperation by mean of modern technology are envisioned for 2018: Use of Digital Collaboration tools and processes with Experts (e.g. for WGs), use of Digital Collaboration tools and processes with MSs (e.g. for Networks), creation and management of "Communities of Knowledge" and "Knowledge & Innovation Communities" (KICs), and modernise Internal Communication & Engagement.

State of play




Indicators available to monitor performance in this area are presented in table 1-5 below and a summary status report for the key projects under strategic objective 1 is presented in Annex III. Overall the progress exceeds expectations with some deviations described below.

The production of scientific outputs and technical reports overall exceeded the target in the area of general risk assessment (96 scientific outputs and 7 technical reports against a target of a total of 71 for this quarter, achieving 90% of the annual target). The increased number of scientific outputs is due to the completion of activities related to animal health categorisation and the early completion of priority 1 plant pests opinions. A technical report in the area of Nutrition has also been finalised before the deadline.

The annual target was exceeded also on the questions closed in other EFSA publications (external reports, event reports), due to additional 8 external scientific reports approved (ALPHA) and initially not planned in the work programme 2017, and 3 external scientific reports approved in the nutrition area.

Timeliness is on track with one Scientific Report of EFSA (part of P1 report) not meeting the deadline (result within the margin of 5%). The delay is due to data discrepancies identified when the report was concluded. It has therefore been agreed with DG SANTE to circulate the report and the original raw data to the MS for a final check and to publish the report only after the original raw data cross-checks and analysis. No new outputs in SO1 general RA were adopted late in this reporting period.

Table 1: Activity and outputs indicators for SO1 – General risk assessment

ACTIVITY – OUTPUT INDICATORS					
General risk assessment					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Number of questions delivered for scientific outputs and technical reports	114 ¹	71	103		90%
Number of questions delivered for 'other publications' ² (external reports, event reports)	7 (external reports)	1	20		286%
Proportion of scientific/technical questions adopted within deadline	100%	100%	99%		99%

¹ Significant increase as of 2017 is due to new requests to be received for plant pest categorisation (approximately 150 questions in 2017-2019), which have a lower complexity compared to regular questions.

² According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

The production of scientific outputs and technical reports exceeded the target. In the area of the evaluation of regulated products 251 scientific outputs and 42 technical reports were published reaching 72% of the annual target. The reasons behind this result are a higher number of questions closed in the feed additives area. The unit focused on applications during the first two plenaries in order to dedicate the meeting time to the guidance updates from September onwards. Moreover, in the areas of health claims and nutrition some opinions were adopted early compared to the initial plan and additional ones finalised earlier due to a lower complexity. The above balances the missed quarterly target for pesticides reasoned opinions where only 36 out of 60 initially planned are finalised.

Art.12 backlog reduction in PRAS is not on target as 13 questions were closed out of 22, representing 59% of the January-August period target. A statement covering 18 questions will be prepared in autumn and the expected result is that the annual target at the end of the year will be met via the adoption of a second statement later in the year; the finalisation of discussions with DG SANTE on the content of the second statement presents a small risk of possible delay. A constant monitoring will be performed during 2017 to report on the performance of the PRAS backlog reduction, especially the MRLs (Art.12). Moreover, EFSA is developing new ways of working in order to ensure that the MRL backlog is over by 2022 as planned, providing that the additional resources allocated to the MRL backlog plan can be maintained until then.

Timeliness is slightly below the 90% target: 86% of the scientific and technical questions adopted within the deadline for regulated products excluding the backlog. Delays are reported in the feed additives and GMO areas due to the complexity of the opinions and high volume of questions compared to the available workforce. In the area of pesticides, the Programming Document 2018-2020 included three new groups of activities for which additional resources (total 10 FTEs) were needed: new data requirements under AIR III, endocrine disruption and co-formulants. In 2017, the Pesticides unit has been challenged with the implementation of the first two groups. As EFSA did not receive and was not able to allocate additional resources for these tasks, following a consultation with DG SANTE in February 2017 the Pesticides Unit conducted a prioritisation exercise. In the area of pesticides residues, the Art 10 MRL received the fourth level of priority, and consequently the need to allocate resources to areas with higher priority has affected this process and consequently delays are also expected in the Art.10 MRL areas. In view of the above, the result on timeliness is expected to be below the target by the end of the year.




The number of service catalogue activities with applicants (meetings, webinars, info sessions etc.) exceeded the target for this reporting period reaching the 78% of the annual target.

Table 2: Activity and output indicators for SO1 – Regulated products

ACTIVITY – OUTPUT INDICATORS					
Regulated products evaluation					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Number of questions delivered for scientific outputs and technical reports	408	204	293	🟢	72%
Number of questions delivered for 'other publications' ³ (external reports, event reports)	2 (external reports)	0	5	🟢	N/A ⁴

³ According to definitions of EFSA outputs <http://www.efsa.europa.eu/en/efsajournal/scdocdefinitions>.

⁴ Not initially planned



ACTIVITY – OUTPUT INDICATORS					
Number of questions in backlog in PRAS (art. 12 only) delivered	45	22	13		29%
Proportion of scientific/technical questions adopted within deadline	90%	90%	86%		86% ⁵
Number of service catalogue activities with applicants (meetings, webinars, info sessions etc.)	+10% (55)	30	43		78%

The indicator 'Proportion of scientific outputs delivered within 28 working days of adoption (%)' has been analysed to clarify the low score recorded in the first period of 2017, which continues not reaching the target also in this reporting period although exceeding the 70% of outputs. This analysis highlighted that the non-achievement is related to the first phase of the publication process, just after the adoption of the output. The efficiency initiative now launched is expected to address these issues.

As mentioned in the previous performance report, the initial target for the number of registered stakeholders was based on a 'best-guess' estimation as this system is operating for the first time. The target will be adjusted next year.


Thanks to effective and pro-active campaigning by the stakeholder team, expectations were exceeded for the first list; quarterly reviews of new applications are ongoing and will still increase in numbers. As this activity will be in pilot mode until the end of the year, the definition of the indicator and target will be reviewed for the following years.

Table 3: Activity and outputs indicators for SO1 – Communication and engagement





ACTIVITY – OUTPUT INDICATORS					
Communication and engagement					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Proportion of scientific outputs delivered within 28 working days of adoption (%)	85	85%	70.5%		76%
Total number of registered stakeholders	85	85	102		120%

The targets for all indicators at the outcome level are already exceeded. It is acknowledged that they were underestimated and will be re-defined; one reason is the launch of promotion actions to increase followers which was not taken into consideration when defining the targets in the planning phase.

Table 4: Outcome indicators for SO1


KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome: Enhanced outreach of communication						
Social media effectiveness	Increase followers from social media platforms	+46% (40,742)	+3% (41,964)	41,353	48,200	

⁵ Considering that the target is 90% for these type of outputs

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome: Enhanced outreach of communication						
	Social interactions	14 881	+30% (19,345)	12,897	23,256	
	Traffic to EFSA web content from social media	2.6% (63,464)	+2% (64,759)	43,173	54,723	
	Traffic to EFSA's web content (web metrics): number of sessions	2,896,741	+0.5% (2,713,500)	1,809,000	1,994,595	
	Number of subscribers to online subscription products (newsletter and alerts)	33,934	+1% (36,360)	36,180	35,738	

The currently available indicator is the 'impact of media coverage' that is slightly below target, but not below the baseline 2016. This is due to the end of August negative coverage related to glyphosate.

Table 5: Intermediate impact indicators for SO1

KPI	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
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					
Impact of media coverage (EFSA's coverage in the media, including the favourability of articles)	18	20	20	18	

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

In the area of data collection and evidence management, the main achievements towards widening the EFSA's evidence base and increasing access to its data, were:

In a constant effort to increase satisfaction of stakeholders regarding EFSA's evidence management services and to foster innovative re-use of data, the EFSA information governance framework has been agreed and a pilot was started in July 2017. The information governance framework has been aligned with the overall EFSA governance framework established the second quarter of 2017. The Information Management Desk with representatives of all information areas (Info Stewards) was kicked off in July 2017. The project is now reviewing the Scientific Data Management Framework with the support of ISA (Interoperability Solutions for Public Administration) programme of the European Commission. The project aims to finalise the Information Governance pilot and agree on Information Management KPIs by end of 2017.

In this context, and specifically aiming at increasing accessibility to EFSA scientific data the project 'developing a system for assigning digital object identifiers (dois)', is on track, while all the 'Scientific Data Warehouse' (DWH) project deliverables have been delivered. In the same area, the Open SCAIE project delivered on time the business process for uploading and managing evidence in place, including assignment of digital object identifiers to evidence.

Aiming at widening EFSA's evidence base to support risk assessment, completion of the 'Molecular typing' project is delayed due to technical issues. Additional resources have been requested and put in place by the IT contractor. The project completion is foreseen in September. Especially in the area of bee health and the effort made to widen EFSA's evidence base in this area, EFSA outlined in a report of the MUST-B working group the requirements for the collection of field data needed to support its risk assessment model for bees. This activity contributes to the development of a holistic approach to the risk assessment of multiple stressors in honeybees that is currently being developed using published data and expert knowledge. The new report sets out the type of data that is required and how and where it should be collected. The work presented several challenges, in particular the need for accurate, validated methods that will ensure that the data collected in the field is of sufficient quality to feed the model. The MUST-B working group has selected study sites in four Member States representing the different climatic and environmental conditions found across Europe and three honeybee subspecies on which the data should be collected.

An opportunity to further discuss issues related to availability, collection and data analysis was the scientific colloquium 'Collecting and Sharing Data on Bee Health: Towards a European Bee Partnership', held in Brussels in June. Beekeepers, scientists, policy-makers and other relevant parties are to set up a European bee partnership that could transform the way bee health is assessed in Europe. The pledge was the main outcome of a major scientific meeting where more than 120 delegates from scientific organisations, EU bodies, researchers, beekeeper, farmers' groups, and NGOs attended.

In the group of projects contributing to the continuous effort of EFSA to increase data interoperability and migrate towards structured data, innovation and new methods in risk assessment, the project 'Introduction of a framework for Information Access Management' aiming at the improvement of data interoperability is on track. The 'IT Service Bus' was put in production in June 2017 and the 4 business cases piloted in 2015 were transitioned in process mode. The project is now focusing on implementing new Identity Management workflows by Dec 2017. FOODEX2 project on data standardisation is on track while in EU MENU risks delays on the reports approval due to quality issues. Finally the SSD2 and IPCHEM projects are closed successfully. The SSD2 pilot project

has been finalised and results presented to Member States at the first joint meeting of the pesticide monitoring and chemical occurrence networks in May 2017. Member States agreed to implement the new standard using a phased approach until 2020. The added value is that at least six European data collections will use one common standard for data transmission to EFSA. On the other hand, IPCHEM was transitioned in process mode to the DATA Unit who established follow up actions for the continuous provision of data to JRC and fine tuning of metadata.

Finally, aiming at improving quality of data, a pilot project has been started with five MSs to define and measure data quality indicators. In addition, the pilot project implementing service management in the DATA unit 'Data collection services' in response to an IAS audit recommendation is pending prioritisation on budgetary grounds.

Further activities to support the food consumption data collection, and the assessment of dietary exposure were performed.






State of play

Indicators available to monitor performance in this area are presented in table 6-7 below. A summary status report for the key projects under strategic objective 2 is presented in Annex III. Overall the progress exceeds expectations:

The production of scientific outputs and technical reports exceeded the target for this reporting period in the area of evidence management with 10 outputs produced.

The number of publication of other EFSA outputs approved during this reporting period is on target. The timeliness is on target as well.

Table 6: Activity and output indicators for SO2



ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Number of questions delivered for scientific outputs and technical reports	10	7	9		111%
Number of questions delivered for 'other publications' (external reports, event reports)	15	12	13		108%
Proportion of scientific/technical questions adopted within deadline	100%	100%	100%		100%
Number of operational data collections prepared and opened within deadline (total & open)	13	12	12		92%
Number of new data collections under implementation	2	0	0	N/A	N/A
Number of new data collections under design	2	0	0	N/A	N/A
Number of enhancements to operational data collections ⁶	20	14	14		70%

Regarding the data accessibility index aiming at improving access to data, the target for this reporting period is reached for the data collections planned to be published with no data aggregation from EFSA. On the data collections and dashboards where EFSA

⁶ This output indicator was indicated as "to be defined" in the SPD 2017-2019.

performs aggregation, delivery of dashboards (12) is aligned with the P2 target (12). By end of 2017 DATA plans to publish dashboards pertaining to the FAIM template (food additive intake model), chemical contaminant levels and VMPPR (veterinary medicinal products residues). The overall performance for this indicator is on track with a total of 15 dashboards expected to be published by the end of the year.

Table 7: Outcome indicators for SO2

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome 1: Improved access to data						
Data accessibility index	Number of publicly accessible data collections published with no data aggregation from EFSA	1 ⁷	5 ⁸	4	4	
	Number of data collection dashboards/aggregates published	11 ⁹	15 ¹⁰	12	12	

⁷ Compendium of botanicals.

⁸ As in 2016, in addition data collections on: chemical contaminants (EFSA-owned), chemical contaminants (countries agreeing on data sharing), chemical hazards, zoonoses (level 3 tables – prevalence, food-borne outbreaks, animal diseases, animal populations).

⁹ Chemical contaminants (occurrence), pesticide residues, zoonoses outbreaks, animal populations, animal diseases, prevalence, antimicrobial resistance, food consumption, botanicals, food composition, EFSA-owned raw data dashboards.

¹⁰ As in 2016, in addition: chemical contaminant levels, contaminant raw data, Food Additives Intake Model (FAIM) template, veterinary medicinal products.

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

In the area of cooperation and expertise management and capacity building, the achievements from the implementation of the EFSA work programme covered, scientific cooperation in Member States, fostering cooperation with EU agencies and EU Commission activities at international level and scientific capacity building activities.

European Cooperation & Networking

EFSA's Executive Director visited Poland on 26-28 June 2017. During this visit the harmonization of the integrative molecular surveillance of foodborne pathogens in light of the technological shift towards Next Generation Sequencing (NGS) was discussed as a possible joint activity. The newly appointed CEO of the Food Standards Agency (FSA) visited EFSA on 14th July, discussing possible implications of BREXIT for both organisations. EFSA and Italy signed an agreement to work on a joint project on 'The burden of Mycotoxins on animal and human health and Biomonitoring data as a tool for assessing Aflatoxin B1 exposure of workers (BIODAF)'.

Work has started to review the current Focal Point Agreements for 2019. A breakout session with FPs will be held during the 32nd Focal Point meeting on 13.09.2017, with participation of the ED and the Head of the COMMS Department.

The EU ANSA network has finalised its paper on Agencies' research that will also be discussed at the next Heads of Agencies Network meeting.

A save-the-date announcement has gone out for a one-day event in February 2018 organised to support the development of the EU Risk Assessment Agenda by i) providing a platform for networking, in particular to facilitate partnering and identification of project funding and ii) raising awareness of the importance of public funding for food safety to stimulate future public funding for food safety.

Supporting the European cooperation activities and aiming at increasing networking efficiency at European level, the project on the 'innovative approach for Art 36 networking and management of the list' is facing moderate challenges in terms of budget and risks, waiting for the solution that will be developed in a pilot within the new Customer Relationship Management (CRM) environment in EFSA.

Global Cooperation

EFSA met with the FAO and WHO Secretariats to the Joint FAO/WHO Expert Committees on Food Additives (JECFA), Pesticide Residues (JMPR) and Microbiological Risk Assessment (JEMRA) in May and June to take stock of the cooperation between the agencies in the provision of scientific advice in the field of chemical and microbiological risk assessment. The participants agreed to strengthen the cooperation where possible to ensure an adequate implementation of new guidance documents by regulatory risk assessment agencies across the world and the added value of a new international liaison group for the harmonisation of methods for risk assessment of chemicals in food is currently being considered.

On 20-22 June, EFSA hosted the 2nd Meeting of WHO's Chemical Risk Assessment Network in Parma. Network participants from 63 institutions and 39 countries came together for 3 days of networking, scientific sessions and planning. Participants and speakers shared experiences, research needs and ongoing efforts in chemical risk assessment. Keynotes were given on risk communication (EFSA) and on predictive toxicology approaches for regulatory risk assessment (JRC).

National data reports from Albania, Bosnia and Herzegovina, FYROM, Montenegro and Serbia on zoonoses, antimicrobial resistance and foodborne outbreaks have been finalised and sent to EFSA's DataWarehouse (DWH). EFSA Capacity building events in risk assessment and risk communication area were organised on Evidence base for risk assessment in Sarajevo, Bosnia and Herzegovina with 25 participants from the pre-accession countries on 21-22 June and Risk communication, with 25 participants from the pre-accession countries in Skopje held on 11-12 July.

A special edition of the European Neighbourhood (ENP) Food Safety Almanac has been finalised and under publication. This is a joint initiative between EFSA, the German Federal Institute for Risk Assessment (BfR) and the ENP countries institutions.

Scientific Capacity Building

Expertise Management Programme (EMP): Towards increasing efficiency at European and international level by building and sharing of risk assessment capacity and knowledge community, the activities of the Expertise Management Programme are on track. Through EMP, EFSA is pursuing its efforts to develop a comprehensive competency-based approach to talent attraction, career management and talent retention for staff and experts and ultimately attract the best available expertise. During P2, an important milestone was accomplished: the call for the Scientific Experts Panel and Scientific Committee was published as planned the 1st June using a new recruitment e-solution and the newly established comprehensive library of scientific competences complying with the European Commission methodology. Notably, the call was supported by a dedicated campaign using multitenant channels and focusing on specific competences required to deliver EFSA Strategy 2020. However due to a rather low participation rate recorded at the end of August, the SPD target of 1725 applicants was not achieved. All preparatory steps for the selection procedure including the evaluation guide have been finalised. To complement the library of scientific competences, a comprehensive catalogue of non-scientific competencies will be available by year end to enable strategic workforce planning for experts and staff. In preparation of next year's activities the Programme is developing the business case for an EFSA Academy with the objective to evaluate the efficiency gains that will be brought by the design, structure and organisation of a centralized Academy as a hub aiming at knowledge acquisition and exchange in risk assessment, among EFSA staff & experts and with the European risk assessment & risk communication community.

EU- FORA Fellowship programme: Aiming at strengthening capacity building and sharing among EU and international partners, the projects 'European Food Risk Assessment Fellowship (EU-FORA) Programme' and 'EFSA pre-accession programme' are on track. On 6-7 June 2017 the first EU-FORA summer workshop took place at EFSA with the participation of the programme committee members, the Hosting Sites supervisors and representatives of the training consortium, to discuss and fine-tune different aspects of the programme and to provide guidance to the hosting sites so to be prepared for welcoming the first cohort. Preparatory work during summer allows for the initiation of a 3-week Induction Training in September 2017 involving the 15 fellows and 15 other participants selected for induction training only.

In cooperation with the University of Parma and the University of Milan a summer school with the title 'In Silico Methods for Food Safety' was organised in June. 110 participants attended, mostly PhD students, but also experts and staff of competent authorities from 20 countries such as from Georgia, Egypt and Palestine¹¹.

On June 30, EFSA welcomed postgraduate students from the Tulane University of New Orleans for an info-session on pesticides and their assessment process. On July 12, in

¹¹ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual position of the Member States on this issue

cooperation with the Catholic University of Milan the Authority welcomed international postgraduate students for an info-session on the role and activities of EFSA.

Furthermore, EFSA hosted guest scientists from China, Hungary, Taiwan, Norway and Ireland.

In the same context, aiming at strengthening risk assessment capacity by using innovative ways, the 'crowdsourcing' project is on track.




State of play

Indicators available to monitor performance in this area are presented in table 8-9 below. A summary status report for the key projects under strategic objective 4 is presented in Annex III. Overall the progress is satisfactory with some deviations described below.

The number of Member States cooperation activities is pretty much in line with the target set for this reporting period, although almost 50% (37 out of 75) of the cooperation activities planned for this year has to be carried out in the last four months of 2017 to reach the annual target set.

The number of cooperation agreements with international and third country organisations is on track: 82% of the annual target is achieved, while the number of international cooperation activities exceeded the annual target during this reporting period.



Table 8: Activity and output indicators for SO3

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Number of MS cooperation activities (network meetings, national FP events/workshops)	75	38	36		48%
Number of cooperation agreements with international and third country organisations	17	14	14		82%
Number of international cooperation activities (meetings, events, missions)	24	20	28		117%

The high achievement result for the number of joint activities with international partners under cooperation agreements is due to the fact that, in the original estimate, the pre-accession activities were not included. The international activities of EFSA have been constantly increasing and they will continue in the coming years with the renewed programme for pre-accession (agreed at the June MB meeting), which will kick-off in December. Similarly, results higher than targeted were achieved for the indicators of the risk assessment agenda take-up index. These will be monitored throughout the year and targets will be reviewed accordingly

for the following years.

Table 9: Activity and outcome indicators for SO3

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome: Building and sharing capacity within the risk assessment community at organisational level						
Risk assessment agenda	Number of joint projects	N/A	15	10	10	
	Number of priority areas covered		5	3	9	

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome: Building and sharing capacity within the risk assessment community at organisational level						
take-up index	Number of partners (Member States) in joint projects		8	4	16	🌟
	Number of partners (other than Member States) in joint projects		12	6	7	🌟
	Number of projects not funded primarily by EFSA ¹²		0	N/A	N/A	N/A
	Number of joint activities (staff exchange, joint projects/workshops) with international partners under cooperation agreements	5	8	18	23	🌟

¹² This sub indicator is included although no target is set for this year because it is part of the risk assessment agenda take up index.

4. Prepare for future risk assessment challenges

In the area of preparedness and methodological development, the main achievements from the implementation of the EFSA work programme during the second reporting period of 2017 were as described below.

Preparedness and response

Aiming at fostering use of new approaches and enhancing the ability to anticipate and respond to risks, EFSA embarked on self-task initiatives, in collaboration with key partners and stakeholders. In this context the 'Wildlife' project, which targets the creation of a web-based data repository on the geographic distribution and abundance of selected wildlife populations and the pathogens they transmit to animals, is on track for this reporting period, while the 'Vectornet' project on supporting the collection of data on vectors and pathogens in vectors related to both animal and human health carried out in collaboration with ECDC is finalised. Tracing methodology activities and the development of risk assessment tools for the safety of global food and feed supply chains (FPA with BfR) are on track while for the guidance development on Hazard assessment of Endocrine Disruptors an extension of the deadline is requested.

Methodological advice

Hepatitis E: raw pork is main cause of infection in EU: Consumption of raw or undercooked pork meat and liver is the most common cause of hepatitis E infection in the EU. The EFSA's working group on hepatitis E underlined that hepatitis E is a growing concern in the EU, even if it is not as widespread as other foodborne diseases. Experts from EFSA's Panel on Biological Hazards recommend that Member States increase awareness of public health risks associated with raw and undercooked pork meat and advise consumers to cook pork meat thoroughly. They also recommend the development of suitable methods for detecting hepatitis E in food.

Latest science further protects infants: EFSA's Scientific Committee has developed guidance that provides an approach for carrying out risk assessment of substances in food (intentionally added or not) for infants below 16 weeks. EFSA scientists developed the approach following a state-of-the-art assessment of infant development before and after birth. Relevant feedback from a public consultation was taken into consideration by the Scientific Committee in finalising the Guidance and is included in an accompanying report. Developing this guidance document will clarify the way EFSA performs its risk assessment, ensure a common understanding of the methodology used and in the end facilitate the acceptance of EFSA Scientific Panels' outputs.

Assessing allergenicity of GM plants supplementary guidance: EFSA has published supplementary guidance on allergenicity to further strengthen risk assessment of genetically modified (GM) plants. The document considers new scientific and regulatory developments, complementing recommendations in existing guidance and regulations. This guidance document was developed with the collaboration of a focus group that contributed to foster engagement with MS and stakeholders, in line with strategic objective 1. Furthermore, this guidance will support EFSA in providing fit-for-purpose and timely advice to risk managers in the GMO areas.

Pesticides: new default values proposed for dermal absorption: EFSA has published new guidance on dermal absorption of plant protection products (PPPs). The guidance proposes default values to be used in the absence of experimental data for the risk assessment of active substances used in PPPs. The document, which updates the guidance published by EFSA in 2012, was drafted in the light of newly available human in vitro studies. EFSA also recommends that the OECD's dermal absorption guidance and

test guideline documents be revised. This would support a more harmonised approach to the evaluation of dermal absorption of chemicals, better reflect the extensive experience gained in the use of *in vitro* methods, and increase global acceptance of this method as an alternative to animal testing.

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Guidance for predicting environmental concentrations of active substances in soil: The EFSA Guidance document for predicting environmental concentrations of active substances of plant protection products and transformation products of these active substances in soil was adopted in August. This document provides guidance for the exposure assessment of soil organisms to plant protection products (PPPs) and their transformation products in accordance with Regulation (EC) No. 1107/2009 of the European Parliament and the Council and replaces the earlier version, published in 2015. To facilitate efficient use of the tiered approach in regulatory practice, user-friendly software tools have been developed.

Methodology development

Two new guidance documents – on the weight-of-evidence approach and biological relevance assessment: EFSA's Scientific Committee has developed three key methodological frameworks to improve the robustness, quality and transparency of the scientific assessments done by EFSA's 10 sectoral scientific Panels: i) weight of evidence; ii) biological relevance; and iii) uncertainty. The first two pillars of this harmonised approach are published. Guidance on uncertainty has been trialled internally at EFSA over the past year. Based on the experience, it will be fine-tuned and finalised in late 2017/early 2018 to complete the series. EFSA will gradually integrate these into the daily workings of all of its scientific Panels and other scientific groups. However, the three approaches are interdependent and overlap. Therefore, EFSA will intensify this process once the guidance on uncertainty is complete and following the renewal of EFSA's Scientific Committee and 10 scientific Panels in July 2018. Developing these guidance documents will clarify the way EFSA performs its risk assessment, ensure a common understanding of the methodology used in the EFSA Scientific Panels' outputs.

Aiming at the harmonisation of risk assessment methodologies, Prometheus and Expert knowledge elicitation (EKE) projects are on track and the Pilot Projects within the framework of coordinated environmental risk assessment with MSs on 4 areas (pesticides soil, pesticides aquatic, plant health, multi-stressors) are planned to start in fall.

Finally, aiming at strengthening EFSA's capacity to deal with matters in the absence of data, while widening EFSA's evidence base on chemical hazards in food and feed, EFSA recently launched its OpenFoodTox database of chemical hazards in food and feed, a new tool to potentially reduce the need for animal testing. The database is a rich source of toxicological information for risk assessment that can potentially support the reduction of animal testing. Scientists at the Institute for Pharmacological Research in Milan recently completed an EFSA-funded project aimed at developing alternative computer-based ("in silico") modelling tools based on data in OpenFoodTox. A report explains how these tools can help risk assessors to prioritise toxicological testing

strategies and to carry out risk assessments for emerging contaminants when data are absent.

Aiming at making EFSA an international reference in the area of development of scientific assessment tools and methodologies, the ongoing projects, such as the development of risk assessment tools for the safety of global food and feed supply chains (Framework Partnership Agreement with BfR) are on track, with some delay that is expected in Knowledge Junction in implementation of web services.




State of play

Indicators available to monitor performance in this area are presented in table 10 below. A summary status report for the key projects under strategic objective 4 is presented in Annex III. Overall the progress exceeds expectations.

The production of scientific outputs and technical reports exceeded the reporting period target, with 11 scientific outputs and 14 technical reports published, reaching the 63% of the annual target.

The annual target was exceeded also on the publication of other EFSA outputs (15 external report and 1 event report published, exceeding the target of 12 in total for this reporting period) recording 89% of the annual target. Timeliness remains on target.

Table 10: Activity and output indicators for SO4

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Number of questions delivered for scientific outputs and technical reports	40	17	25		63%
Number of questions delivered for 'other publications' (external reports, event reports)	18 ¹³	12	16		89%
Proportion of scientific/technical questions adopted within deadline	100%	100%	96%		96%

¹³ (14 external/4 event reports)

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

In the area of EFSA's horizontal, governance, coordination, and support services, the main achievements from the implementation of the EFSA work programme during the first second reporting period of 2017 were the following.

BuS evolution

In the context of the evolution of Business Services Department several units were restructured during the first reporting period (P1), the former Planning Technology & Transformation Unit (PTT) was split into "Digital Transformation Services" to drive digitalisation of information, products and processes and into "Global Performance Services" to monitor the execution of EFSA 2020 Strategy and to reinforce business intelligence, analytical capability, results-based management and budgeting while the previous Legal & Regulatory Affairs Unit expanded its activities towards Assurance Services). The undergoing evolution of Human Capital (HuCap) Services is expected to make human resources at EFSA more efficient and effective developing new capabilities (competences and performance management, strategic workforce planning, talent development, organisational efficiency), leaning processes and delivering expert services to the core business via a partnering approach.

Aiming at establishing an operational framework that puts in practise EFSA's values, ensures delivery of strategic objectives 1-4 and enforces sound operational performance by optimizing available resources, the projects planned in the work plan 2017 are on track for this reporting period. Per services area the following developments happened:

"Strategy and Policy" services

Results-orientation ensuring sound operational performance and optimising available resources are key priorities in 2017.

- The new reporting framework aligned to the SPD, which was piloted with the first 2017 Performance Report and discussed at the 73rd Management Board meeting, is fostering internally a results-based approach enabling to track on a regular basis the progress made against the five Strategic Objectives of EFSA 2020.
- A key milestone during P2 was the endorsement by the Heads of the EU Agencies Network (EUAN) of that approach, acknowledged as providing a capability to allocate budget and resources based on expected workload and results, moving away from an input-based approach. To enable further progress in the matter, EFSA is leading the development of a maturity model on results-based management and will be piloting the new EC results-based budgeting approach next year, in the context of the preparations for the new Multiannual Financial Framework.

Talent attraction, management, and streamlining of recruitment processes is another important dimension to sustain EFSA's operating model:

- To enable strategic workforce planning for experts and staff, specific efforts were deployed through the Expertise Management Programme (EMP), especially to complement the library of scientific competences delivered in P1, with a comprehensive catalogue of non-scientific technical competencies that will be available by year-end.
- As part of ensuring sound management of the establishment plan, 6 TAs posts (over the 7 planned for 2017) have been suppressed. During the 73rd Management Board meeting EFSA clarified a potential shortfall in EFSA's budget for salaries. Using a result-based approach, it was agreed to partially cover the shortfall via a transfer of funds from its operations budget lines (Title III) to the staff expenditures lines

(Title I). The shortfall in Title I forces EFSA to cap the Establishment Plan occupancy rate to a maximum of 98% allowing therefore to recruit only one quarter of the planned positions for the remaining of 2017. The impact of the increasing share of Title I over the total budget has consequences on EFSA's capacities to operate in the future. To address these challenges, EFSA is investing in enhanced budget forecasting and analysis, and focusing on exploring additional scenarios for funding.

- The timeliness of recruitment procedures is nevertheless ensured so far with an occupancy rate of 97.3% (vs. 95.5) at the end of August. To promote EFSA's branding and efficiency of recruitment procedures, vacancies are disseminated widely enabling to register 37,640 subscribers for EFSA jobs and 25,778 followers on LinkedIn as of August 2017. A new Traineeship call has also been launched and concluded for which the first intake is in the pipeline.
- In terms of Talent Development, EFSA has aligned its Learning & Development Strategy to EFSA 2020 objectives and continued investing in Learning with 110 internal trainings organised at end of August vs 62 recorded last year. In its continuous effort to address staff development, engagement and retention, a "Lead Expert" path has been established as part of the efforts in developing a comprehensive set of career prospects for scientists. The main features of that role which could be linked to the development of communities of knowledge will be further elaborated in alignment with the Strategic Competencies Analysis (SCA) outcomes under the Expertise Management Programme.

In terms of policy development:

- As part of the review of the 2011 Independence Policy, a public consultation was launched in the first reporting period, which received more than 300 comments from 209 interested parties (NGOs, industry, researchers, national competent Authorities). On 21st June 2017, EFSA's Management Board adopted a new Policy on Independence. The new Policy strikes a new balance between ensuring the impartiality of the professionals involved in EFSA's work and the need to attract experts. It does so *inter alia* by addressing the requests of the European Parliament to include a comprehensive set of "cooling off" periods, by reinforcing the transparency measures linked to independence related operations and by confirming key aspects of the system in place, such as a multi-layered scrutiny of declarations of interest submitted by relevant individuals.
- For the reform of Independence policy, EFSA launched the third round on internal consultation with the Project steering committee and Committee on Conflict of Interest as well as with the concerned Units on the draft Decision on competing interest management.
- In the context of the 'Centralisation of declaration of interests screening', the Executive Director signed off the subsequent Working Instructions (WINs). The WINs provide further operational details to perform the DoI screening and the biannual compliance and veracity checks on a random sample of DoI screening processes, thereby attaining a new level of consistency in the joint and cooperative effort between the Science Departments and units and LA Unit required by these processes. Within the centralised interest management project EFSA invested in guidance and dedicated trainings for staff and experts to ensure coherent application of the rules.

"Corporate Management Oversight" services

Improving organisational performance and compliance to ensure an efficient and effective delivery of strategic objectives 1 to 4 is for EFSA a priority:

- With the overall ambition of strengthening Governance and Accountability, the EFSA Decision-Making Framework (DMF) has been finalised and adopted, while the overarching Accountability Framework will be elaborated in a second phase (2018). The DMF includes a RAPID matrix which guides and clarifies the decision-making

capabilities of the defined governance structures mapped against the EFSA Process Architecture framework. A dedicated communication plan was developed and rolled out (phase I) to ensure awareness in EFSA and in alignment with the centralised MTM secretariat function at the BuS Office. Within this context EFSA has initiated the exercise of reframing the Governance process in the production of its scientific outputs and is also developing a paper on Quality of Science.

- The deliverables of the Correspondence Management project are postponed to the fourth quarter of 2017 and 2018 as the DMO activities are reallocated and there are interdependencies with the document management process improvement initiatives.
- Further development of a world-class environment is strengthened as EFSA hosted the European EMAS (Eco-Management Audit Scheme) award ceremony in partnership with ISPRA in May and the Health & Safety mandatory training for all staff is ongoing.
- Finally, EFSA supported other EC Agencies (Greening Networking Group) sharing best practices. Full appreciation was expressed by the Agencies and congratulations by the EC representatives on the results achieved vs quality & timing. The OHSAS certification is on track with the final external audit already set for the fourth quarter 2017 and the Health & Safety mandatory training for all staff ongoing.
- Enhanced corporate services are being deployed as planned following the completion of the staff missions' centralisation end of June and the development of a new travel model for EFSA experts to be concluded by end of 2017. The project on mission centralisation and travel logistics outsourcing is on track with the travel management foreseen to be outsourcing awarded in the fourth quarter 2017 together with the finalisation of the relevant operating procedures and working instructions for staff.
- The Businesses data warehouse (B.I.K.E. project) with a workshop organised internally in June to prepare for the chartering of the project towards developing the business intelligence capability.
- Planned activities aiming at streamlining and improving the assurance functions are in progress. In particular, support is provided to the finalisation of the external evaluation project, to prepare EFSA to complete successfully the coming external evaluation. Further analysis is provided in section III Assurance of this report.

Institutional relations

- Several activities in the context of EFSA's relation with the European Parliament, the council, DG SANTE and the other EU Agencies were organised during this reporting period. To mention, the ED Annual hearing at ENVI Committee, ED meetings with MEP's, and participation of the ED to the BUDG Committee in his capacity of EUAN Chair.
- EFSA's Head of Legal Affairs participated in an in camera exchange of views with ENVI Coordinators with the Court of Auditors on independence and conflicts of interest.
- Finally, in cooperation with the German Federal Institute for Risk Assessment (BfR), EFSA organised in the context of the European Forum Alpbach 2017 a break out session called "Science-based policy-making in times of post-truth?"

EFSA is chairing in 2017 the Network of Agencies

In 2017, the network focuses more specifically on initiatives to share services among agencies and promote the value added by the agencies to European citizens. Key activities and achievements in the reporting period were:

- Networks meetings successfully organised and held:
 - The plenary meetings of the Heads of Resources and of the Heads of EU Agencies were held on 5-7 July at EFSA's premises to discuss common strategic initiatives and reviewing the progress made on the actions laid out in the Network's Work Programme. The meetings were also attended by representatives from the European Commission, Parliament, Court of Auditors.

- Heads of Agencies discussed current and future challenges faced by the Union (including the possible impact of Brexit) and how the EU Agency model could be reshaped to address these.
- In an intensive half-day workshop, participants from both the Heads of Agencies and Heads of Resources also explored the possibility of sharing capabilities in human resource management to foster synergies and leverage on the potential of 6000 staff members all across Europe.
- Highlights:
 - Expanded cooperation on procurement matters: a new sub-network was established under the leadership of EFSA. The network of EU Agencies Procurement Officers (NAPO) will allow for a coordinated approach amongst Agencies, incentivising joint procurements where feasible and giving room for experience sharing and improvements. NAPO's objective is to generate efficiencies and economies of scale. This potential has been already assessed with 4 joint calls generating an estimated benefits of 6.2 M€ (4.7 M€ represents staff savings for running the procurement procedures and managing the contracts and 1.5 M€ savings due to economy of scale and increased bargaining power).
 - Following European Parliament statement that "*Union regulatory Agencies in charge of the risk assessment of regulated products, in particular the European Food Safety Authority, the European Chemicals Agency or the European Medicines Agency do not have the financial and legal resources to fulfil their mission properly*", a Working Group on ways of financing for the Agencies was established. Under EFSA's leadership, the above-mentioned Agencies are developing a reflection on possible additional revenues.
 - The Network, through a dedicated working group chaired by EFSA is also coordinating agencies' input on the revision of the Framework Financial Regulation (FFR). The delays observed in the Commission planning regarding the revision of the General Financial Regulation (GFR) will trigger delays in the revision of the FFR which is likely to be adopted end of 2018.

State of play

Indicators available to monitor performance in this area are presented in table 11-13 below. A summary status report for the key projects under strategic objective 5 is presented in Annex III.

Overall the progress exceeds expectations with some deviations described below: While the compliance to independence policy indicator on aDOIs is on track, a deviation from the target is observed for the sDOIs (99.6%). This is due to two cases of experts from FEED Panel that had their sDOIs approved during a working group and two experts in a WG of ALPHA Unit not having a sDOI requested and approved for one additional question number before a teleconference.

Regarding the financial performance this is slightly below target but higher than last year's execution. Further analysis is provided in section 2 of this report.

A world-class IT to enable the achievement of EFSA's strategic objectives is ascertained according to metrics on service delivery 89% above target & end user satisfaction of 92% which increased in P2 and exceeded target of 90%. Additionally, service owners' satisfaction 62% has increased in P2 above target. The transformation performance index has reached the target, improving from the previous reporting period.

Table 11: Activity and output indicators for SO5

ACTIVITY – OUTPUT INDICATORS					
Indicator	Target 2017	Target P2 2017	Executed P2 2017	Status P2	% Target 2017
Proportion of experts with approved annual DOI (aDOI) before first meeting invitation	100%	100%	100%	🟢	100%
Proportion of experts with approved specific DOIs (sDOI) before participation in an EFSA meeting	100%	100%	99.6%	🟢	99.6%
Proportion of original budget committed/paid at year end – differentiated	100%	56% 55%	51% (C) 51% (P)	🟢	51% (C ¹⁴) 51% (P)
Proportion of original budget committed/paid at year end – non-differentiated	100% / 90%	79% 61%	78% (C) 60% (P)	🟢	78% (C) 67% (P)
Proportion of original science grants and procurement budget committed/paid at year end	100%	61% 61%	55% (C) 56% (P)	🟡	55% (C) 56% (P)
Carry-forward of payments to following year	10%	NA	NA	NA	NA
Service delivery index ¹⁵	77%	77%	89%	🟢	115.6%
Transformation performance index (development project execution index) ¹⁶	78%	78%	75%	🟢	96.2%

Measuring results in the area of people management the 'Management and leadership index' is on track with average Occupancy rate for the reporting period January – August 2017 at 98%.

The compliance index is overall within the annual target while the respective financial impact of the non-compliance is far below the limit.

Regarding the enabling work environment, and the use of innovative collaboration methods supported by world class IT tools the proportion of tele-meetings over total meetings improved since the previous report, reaching the annual target of 20%. However, taking into account the overall plan until December 2017, the forecast is that this figure will drop to 17.8%, thus the number of tele-meetings must increase in the next four months to reach the target. To be mentioned that the target on the proportion of tele-meetings has been raised with respect to the previous year from 15 to 20%.

¹⁴ C: committed, P: Paid

¹⁵ IT services are measured in this index (perfect services: % of services which consistently achieve or overachieve their targeted SLAs).

¹⁶ Based on selected projects.

Table 12: Outcome indicators for SO5

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Outcome: People and culture						
Management and leadership index	Occupancy rate (%) Statutory staff year average	95.0	>95.5	>95.5	98.0 ¹⁷	🌟
Outcome: Compliance						
Compliance index (to laws, regulations, decisions, standards, policies and procedures applicable to EFSA)	Number of exception requests.	90	90	N/A	33	🌟
	Number of non-compliant events.	<25	<25	N/A	19	🌟
	Number of 'critical', 'significant' or 'very important' findings (ECA, IAS, audit adviser) ¹⁸	0; 4 (2016)	0; <5	N/A	2	🌟
	Respective financial impact	150K € (2015)	150K €	N/A	65,171	🌟
Outcome: Enabling work environment						
Innovative collaboration methods supported by world class IT tools	% of tele-meetings (experts & networks) over total meetings (tele-meetings + physical meetings)	15/85	20%	20%	19.9 %	🌟

The long term impact of EFSA's continuous effort to put in practise EFSA's values, and to ensure delivery of strategic objectives 1-4 by optimizing available resources is measured by two indicators, sound operational performance indicator and the efficiency indicator.

Sound operational performance is going to be calculated on the basis of the overall number of KPIs that resulted successful (target reached) by the end of the year. As indicated in the SPD 2017-2019 a number of indicators still pending in 2017 the definition of the measurement methodology and their target. However, a partial result of the achievement based on the indicators already defined is provided here.

Efficiency is partially defined. Results are provided in the table on the "improved ratio of effort (FTE) spent in operational vs support activities" is currently on track.

Table 13: Intermediate indicators for SO5






KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Intermediary impact: Sound operational performance						
Proportion of KPIs of the programming documents (intermediate impact; outcome; output)	Proportion of KPIs of the programming documents reaching target - intermediate impact ¹⁹	TBD in 2017	80%	80%	60%	🌟
	Proportion of KPIs of the programming documents reaching target - outcome ²⁰	TBD in 2017	90%	90%	96.3%	🌟

¹⁷ Average Occupancy rate for the reporting period January – August 2017. The occupancy rate as of 31/8 reached 97.3%.

¹⁸ Outcome will be part of the 2017 Assurance report.

¹⁹ Indicator takes into account only those Intermediary Impact KPIs that are already fully defined

²⁰ Indicator takes into account only those Outcome KPIs that are already fully defined

KPI	Indicator	Baseline	Target 2017	Target P2 2017	Executed P2 2017	Status P2
Intermediary impact: Sound operational performance						
reaching target	Proportion of KPIs of the programming documents reaching target - output ²¹	TBD in 2017	100%	100%	88.2%	
Clean discharge achieved	Accounts are closed ²²	Yes	Yes	Yes	Yes	
	Discharge is granted ²³	Yes	Yes	Yes	Yes	
	Observations are followed up within the prescribed deadlines ²⁴	100%	100%	N/A	100%	
Intermediary impact: Efficiency						
Improved ratio of effort (FTE) spent in operational vs support activities		2016 actual: 73.5:26.5	>75:25	>75:25	72:28	

21 Indicator takes into account only those Output KPIs that are already fully defined

22 Touch and go. On-track banking services

23 Achievement relative to 2015 data

24 Successful exercise - very positive outcome from the parliament

Section II. Management of resources

1. Budget and financial management

Financial resources

As of August 31st the global commitment execution is at 75% (2% below the monthly plan and in line with the previous year). The global payment execution stands at 60% of the total budget (3% below the monthly plan and 5% above the previous year). The main payment delays are in the area of scientific cooperation (EUR 0.57 million), in the area of operational support (EUR 0.60 million) and in the area of communication (EUR 0.22 million). The forecast still stands to reach the target at year end for both commitments and payments.

Title I, commitment execution of EUR 32.29 million covers mainly staff salaries and allowances (EUR 28.31 million), European school (EUR 1.23 million), interim services (EUR 0.82 million), training (EUR 0.41 million) and visiting experts (EUR 0.40 million).

Title II, out of EUR 8.60 million, EUR 3.94 million were committed for building related expenditures and EUR 3.15 million for IT.

Title III, out of EUR 19.56 million, EUR 6.99 million were committed for Scientific Meetings, EUR 6.75 million in horizontal operational support (out of which IT costs EUR 2.98 million) and EUR 5.18 million for the Scientific Cooperation Programme.

EUR 47.36 million payment execution is mainly linked to staff salaries and allowances (EUR 25.31 million) and European School (EUR 1.23 million) in Title I, building costs (EUR 2.40 million) and IT costs (EUR 2.20 million) in Title II and Scientific Cooperation (EUR 6.03 million), meetings (EUR 5.04 million) and horizontal operational support (EUR 3.16 million) in Title III.

Title	Commitments August 2017	Commitments August 2016	Increase	Payments August 2017	Payments August 2016	Increase
Personnel	32,287,184	30,436,389	1.1%	28,155,053	26,402,114	1.3%
Infrastructure	7,270,122	7,686,241	7.0%	4,687,579	4,472,411	9.4%
Operations	19,559,206	21,002,193	-3.3%	14,474,584	14,154,057	-0.1%
Total:	59,116,512	59,124,823	0.2%	47,317,216	45,028,581	2.0%

Compared to the same period last year:

Title I - for both commitments and payments - the growth is caused mainly by the increase in salaries and allowances expenditure, mainly due to an higher than planned occupancy rate, as well as higher commitments for internships, HR consultancy, missions and shuttles cost.

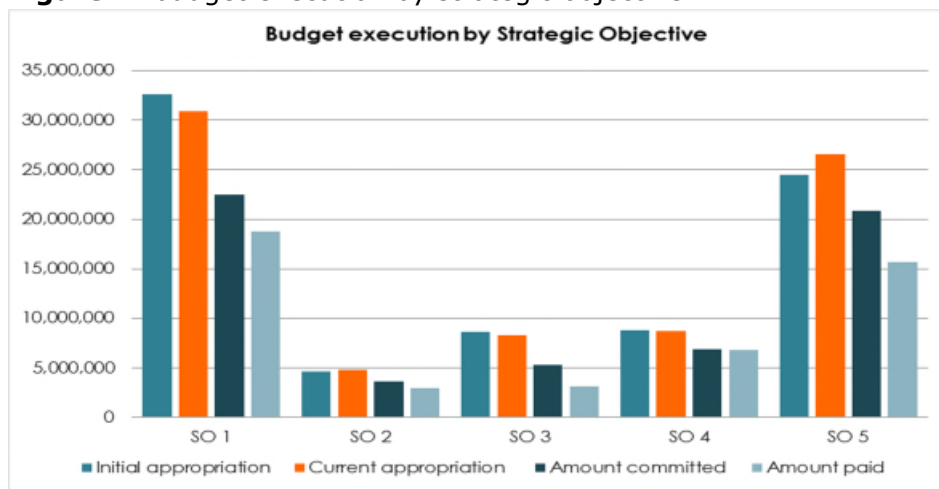
Title II, commitment execution absolute value is lower than last year due to the lower initial appropriation under this title, while the execution rate within the Title has increased by 7.0% compared to last year. The payment execution rate within the Title shows a 9.4% relative increase compared to August 2016.

Title III, commitment execution has decreased both in absolute as well as relative terms (6.9% and 3.3% respectively), this is mainly due to lower amount committed for science meetings, horizontal operational support (IT and operational development cost) and communications. Payment execution has been in line with previous year.

The execution, for each of the five Strategic Objectives incorporates the staff and infrastructure expenditure which is redistributed in line with the percentage of actual FTEs time-tracked under each strategic objective.

A lower execution in SO3 is mainly due to Focal Points and Grants agreements to be implemented at the end of the year.

Figure 2: budget execution by strategic objective



Budget transfers

As of July 14th, an ad-hoc budget transfer of 0.98 million in commitment and payment appropriations from differentiated credits of Multiannual IT Projects (BL3501) to other Operational IT budget lines has been implemented to optimise the usage of differentiated payment credits and the execution of IT related projects.

For what refers to the potential shortfall under Title I - Staff costs that has been identified and analysed in the previous performance report, the updated forecasted amount is now slightly reduced at around EUR 0.90 million (previous forecast at EUR 1.0 million). The remaining coverage of this shortfall will be partially done by transferring an amount from Title 3 operational budget up to the ceiling endorsed by the Management Board (EUR 0.5M).

Human resources management and talent selection

On 31 August, 448 of the available 463 posts were occupied (including officials, temporary agents, contract agents and seconded national experts). With specific reference to statutory staff (officials, temporary agents and contract agents), the posts occupied were 436 of the available 448 (97.3%) while the average occupancy rate was 98.0% vs the 2017 yearly target of >95.5% (on average, about 439 of the available 448 posts were occupied throughout the period January-August 2017).

Table 14: Human resource overview

HUMAN RESOURCES	2016	2017	2017
	BUDGET REQUEST	BUDGET REQUEST	REPORTED PERIOD (P2)
Temporary Agents and Officials Executives, Managers & Officers (AD)	230	227	211
Temporary Agents and Officials Assistant functions (AST)	100	96	105
Total	330	323	316
Contract agents officer functions (CA FGIV)	75	90	90
Contract agents assistant functions (CA FG I, II, III)	50	35	30
TOTAL	125	125	120
Seconded National Experts	15	15	12
TOTAL STAFF ALL CATEGORIES	470	463	448

2. FTEs and budget indicators per strategic objective

Table 15: Input indicators for SO1 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
	Resources invested per year	Target 2017	Executed P2 2017
Total SO1	FTEs	198	133
	Budget (K, €)	32.63	22.22
	Scientific – general risk assessment		
Input sub-indicator	FTEs	43	29
	Budget (K, €)	8.70	6.35
Scientific – regulated products evaluation			
Input sub-indicator	FTEs	122	80
	Budget (K, €)	18.71	12.45
Communication & engagement			
Input sub-indicator	FTEs	32	24
	Budget (K, €)	5.22	3.41

Table 16: Input indicators for SO2 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
	Resources invested per year	Target 2017	Executed P2 2017
Total SO2	FTEs	24	17
	Budget (K, €)	4.64	3.67

Table 17: Input indicators for SO3 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
	Resources invested per year	Target 2017	Executed P2 2017
Total SO3	FTEs	37	20
	Budget (K, €)	8.67	5.00

Table 18: Input indicators for SO4 (FTEs and Budget as full cost of all Titles)

INPUT INDICATORS			
	Resources invested per year	Target 2017	Executed P2 2017
Total SO4	FTEs	35	25
	Budget (K, €)	8.77	6.54

Table 19: Input indicators for SO5 (FTEs and Budget as full cost of all Titles)

INPUT INDICATOR			
	Resources invested per year	Target 2017	Executed P2 2017
Total SO5	FTEs	162	125
	Budget (K, €)	24.50	21.69

Section III. Assurance

Following the EFSA Internal Control re-organisation several assurance processes are being updated. The reorganisation and integration of the assurance functions to ensure effective implementation of management standards at EFSA is being streamlined and is further enhanced with the establishment of an Assurance Council. The Assurance Council governs the EFSA Assurance and Compliance environment, the Internal Control Standards & Norms, the Risk Management Organisation and validates the Assurance and Compliance Plan and Assurance Report for the approval of the Management Board.

Risk Management

Risk Management is a continuous, proactive and systematic process of identifying, assessing, and managing risks to provide reasonable assurance as regards the achievement of objectives. Risk Management helps to improve decision-making, increase operational effectiveness and set up risk-based Internal Control arrangements. The revised process design following the 2017 fine tuning exercise will help to further align the Risk Management methodologies used in EFSA at process, project, programme and corporate level. The draft of the updated policy document is planned for the end of September. Information on the outcome of the 2017 Risk Management activities will be included in the EFSA 2017 Assurance Report.

Internal control

The new Internal Control Framework is prioritized in P3 for future adoption by the Management Board in order to ensure the auditability of EFSA. This prioritisation was necessary following the revision of the Commission Internal Control Standards framework and therefore the delivery of a feasibility study on Integrated EFSA Management Standards in P3 is postponed.

Quality management

EFSA's quality management plan is on track to meet its 2017 objectives, aiming at improving performance but also providing key elements to reinforce the assurance. Particular attention has been paid to the ISO 9001:2015 findings to ensure that all recommendations are fully addressed before the October Surveillance Audit. This concerns particularly: i) the documentation of processes and process interactions for the further development of the continuous improvement process capability and the planning and monitoring of EFSA's efficiency targets, ii) the strengthening of EFSA's risk management approach linking top-down to bottom-up risk identification via standardised guidelines and criteria and via dissemination of risk based-thinking as an effective way to manage and monitor results and identify corrective and improvement actions, and iii) the broadening of the concept of non-conformities to cover all areas of EFSA's work. EFSA is also making progress in the definition of a 'records and document management policy' (under the records management project), which will be followed by the definition of an SOP and a pilot proposal to test and implement records retention and archiving in 2018.

Exception workflow

The overall purpose of the exception and non-compliance workflow is to monitor the compliance of EFSA's operations towards all applicable regulations, policies and procedures. The "AS IS" analysis of the exception and non-compliance workflow has been completed and the "TO BE" concept defined. The draft of the new guidance document replacing the existing ED Decision and related SOPs is planned for mid-September. The current tool will be used and instructions on its use in line with the new guidance document will be updated. The template used for the follow-up actions has been aligned to improve consistency with the follow-up activities of other assurance processes. The reporting covering the 2017 exception and non-conformity workflow will be included in the EFSA 2017 Assurance Report.

Evaluation activities

With regards to EFSA's 3rd external evaluation, the contract with the external consultancy firm was signed early June 2017 as planned. The 1st deliverable i.e. Inception Report was adopted by the Management Board Steering Committee and the Phase 1 on Data Collection will be carried out during the next reporting period. An EFSA's Management Self-Evaluation has been produced and is ready to be discussed with the Management Board.

Data protection

Accountability, compliance & a regulatory framework ensuring legality of the operations are confirmed with the continuous legal and regulatory business support services, the Data Protection Officer function and its advisory role on data protection, the management of pre-litigations and PAD obligations (135 PAD requests registered out of which 88 submitted during P2, 1 new/2 pending court cases), the centralised interest management function (752 ADOIs of experts processed), and the implementation of EFSA's anti-fraud strategy.

Audit outstanding observations

The follow up of outstanding audit recommendations is not part of any project or improvement initiative. The last update on the outstanding audit recommendations has been presented to the June Audit Committee. The next update on the outstanding audit recommendations is planned for the December Management Board meeting and the last state of play will be included in the EFSA 2017 Assurance Report.

Annex I. Resource allocation per strategic objective

1. Financial resources per strategic objective

Table 20: Budget allocations per strategic objective (% of the total EFSA budget)

EFSA'S STRATEGIC OBJECTIVE	EXECUTED 2016	BUDGET 2017		EXECUTED P2 2017	
	M€	%	M€	%	M€
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	32.20	41%	32.63	38%	22.22
SO2 Widen EFSA's evidence base and optimise access to its data	4.83	6%	4.64	6%	3.67
SO3 Build the EU's risk assessment capacity and knowledge community	6.50	8%	8.67	8%	5.00
SO4 Prepare for future risk assessment challenges	11.60	15%	8.77	11%	6.54
SO5 Create an environment and culture that reflects EFSA's values	24.35	31%	24.50	37%	21.69
Of which operations	9.02	11%	9.74	15%	8.55
Of which support	15.33	19%	14.76	22%	13.14
Total EFSA	79.49	100%	79.20	100%	59.12

2. Human resources per strategic objective

Table 21: FTE allocations per strategic objective

EFSA'S STRATEGIC OBJECTIVE	EXECUTED 2016	PLAN 2017		P2 2017	
	FTE ²⁵ /POSTS	FTE ²⁶ /POSTS	%	POSTS	%
SO1 Prioritise public and stakeholder engagement in the process of scientific assessment	200/202	198/201	43%	133	42%
SO2 Widen EFSA's evidence base and optimise access to its data	19/19	24/24	5%	17	5%
SO3 Build the EU's risk assessment capacity and knowledge community	31/32	37/37	8%	20	6%
SO4 Prepare for future risk assessment challenges	35/36	35/36	8%	25	8%
SO5 Create an environment and culture that reflects EFSA's values	179/181	162/165	36%	125	39%
Of which operations	57/58	50/51	11%	35	11%
Of which support	122/123	112/114	25%	90	28%
Total EFSA	464/470	456/463	100%	320	100%

²⁵ Actual available FTEs

²⁶ 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

Annex II. Financial resources

Table 22: Expenditures

Expenditure/title	2017		2 nd QUARTER	
	Current commitment appropriations	Payment appropriations	Executed Commitment	Executed Payment
Title I - Staff expenditure	42.06	42.06	32.29	28.16
Title II - Infrastructure and operating expenditure	8.60	8.60	7.27	4.69
Title III - Operational expenditure	28.56	29.79	19.56	14.47
TOTAL EXPENDITURE	79.22	80.45	59.12	47.32

Expenditure type	Initial commitment appropriations	Current commitment appropriations	Commitment execution August 2017	%	Current payment appropriations	Payment execution August 2017	%
Title 1 - Staff expenditure	42,059,185	42,059,185	32,287,184	77 %	42,059,185	28,155,053	67%
Salaries & allowances	37,131,185	37,131,079	28,185,950	76%	37,131,079	25,193,509	68%
- Of which establishment plan posts	29,304,185	29,304,079	22,323,550	76%	29,304,079	19,909,570	68%
- Of which external personnel	7,827,000	7,827,000	5,862,400	75%	7,827,000	5,283,939	68%
Expenditure relating to Staff recruitment	480,000	480,000	344,971	72%	480,000	269,945	56%
Mission expenses	361,000	361,000	300,000	83%	361,000	135,768	38%
Socio-medical infrastructure	319,000	319,000	270,236	85%	319,000	124,804	39%
Training	584,000	584,000	406,331	70%	584,000	155,256	27%
External Services	1,869,000	1,869,106	1,518,608	81%	1,869,106	1,021,812	55%
Receptions, events and representation	5,000	5,000	5,000	100 %	5,000	907	18%
Social welfare	1,310,000	1,310,000	1,256,088	96%	1,310,000	1,253,053	96%
Other Staff related expenditure	-	-	-	-	-	-	-
Title 2 - Infrastructure and operating expenditure	8,578,000	8,599,545	7,270,122	85 %	8,599,545	4,687,579	55%
Rental of buildings and associated costs*	4,914,500	4,880,045	3,937,975	81%	4,880,045	2,395,063	49%
Information, communication	2,814,000	2,912,762	2,802,370	96%	2,912,762	2,077,759	71%

Expenditure type	Initial commitment appropriations	Current commitment appropriations	Commitment execution August 2017	%	Current payment appropriations	Payment execution August 2017	%
technology and data processing							
Movable property and associated costs	100,000	100,000	67,905	68%	100,000	38,463	38%
Current administrative expenditure	263,000	257,000	85,986	33%	257,000	38,096	15%
Postage / Telecommunications	364,500	337,738	314,232	93%	337,738	100,431	30%
Meeting expenses	110,000	100,000	60,306	60%	100,000	37,767	38%
Running costs in connection with operational activities	-	-	-	-	-	-	-
Information and publishing	12,000	12,000	1,350	11%	12,000	-	0%
Studies	-	-	-	-	-	-	-
Other infrastructure and operating expenditure	-	-	-	-	-	-	-
Title 3 - Operational expenditure	28,565,000	28,565,000	19,559,206	68%	29,794,280	14,474,584	49%
Scientific evaluation and Risk assessment	17,380,000	17,424,000	12,181,900	70%	18,688,280	11,077,939	59%
Communication and Cooperation	1,399,000	1,337,922	604,355	45%	1,337,922	235,266	18%
General operational support	9,786,000	9,803,079	6,772,951	69%	9,768,079	3,161,379	32%
TOTAL	79,202,185	79,223,730	59,116,512	75%	80,453,010	47,317,216	59%

Table 23: Budget Transfers January – August 2017

Title	Budget Headings Transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Current
1	STAFF			
11 STAFF IN ACTIVE EMPLOYMENT				
110	Staff in active employment			
1100	Basic salary	22,422,185.00	0.00	22,422,185.00
1101	Family allowance	2,907,000.00	0.00	2,907,000.00
1102	Transfer and expatriation allowance	2,397,000.00	0.00	2,397,000.00
1103	Secretarial allowance	13,000.00	0.00	13,000.00
tot. of 110		27,739,185.00	0.00	27,739,185.00
111	Other staff			
1113	Stagiaires	818,000.00	0.00	818,000.00
1115	Contract staff	6,290,000.00	0.00	6,290,000.00
tot. of 111		7,108,000.00	0.00	7,108,000.00
113	Employer's social security contributions			
1130	Insurance against sickness	786,000.00	0.00	786,000.00
1131	Insurance against accidents and occupational disease	116,000.00	-105.63	115,894.37
1132	Unemployment insurance for temporary staff	290,000.00	0.00	290,000.00
1133	Establishment or maintenance of pension rights for temporary staff	0.00	0.00	0.00
tot. of 113		1,192,000.00	-105.63	1,191,894.37
114	Miscellaneous allowances and grants			
1140	Birth and death allowance	3,000.00	0.00	3,000.00
1141	Annual leave travelling expenses	280,000.00	0.00	280,000.00
1147	Call on duties	70,000.00	0.00	70,000.00
1149	Other allowances and repayments	20,000.00	0.00	20,000.00
tot. of 114		373,000.00	0.00	373,000.00
117	Supplementary services			
1171	Translation and interpretation	120,000.00	0.00	120,000.00
1172	Payment for administrative assistance from the Community institutions	250,000.00	105.63	250,105.63
1175	Interim services	1,014,000.00	0.00	1,014,000.00
1176	Consultancy	240,000.00	0.00	240,000.00
1177	Other services	245,000.00	0.00	245,000.00
tot. of 117		1,869,000.00	105.63	1,869,105.63

Title	Budget Headings Transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Current
118	Recruitment costs and expenses on entering and leaving the service			
1180	Miscellaneous expenditure on recruitment	100,000.00	0.00	100,000.00
1181	Travel expenses (including for members of the family)	10,000.00	0.00	10,000.00
1182	Installation, resettlement and transfer allowances	190,000.00	0.00	190,000.00
1183	Removal expenses	120,000.00	0.00	120,000.00
1184	Temporary daily subsistence allowance	60,000.00	0.00	60,000.00
tot. of 118		480,000.00	0.00	480,000.00
119	Salary weightings			
1190	Salary weightings	0.00	0.00	0.00
tot. of 119		0.00	0.00	0.00
tot. of 11		38,761,185.00	0.00	38,761,185.00
13 MISSIONS AND DUTY TRAVEL				
130	Mission and travel expenses			
1300	Mission and travel expenses	261,000.00	0.00	261,000.00
1301	Shuttles for missions and duty	100,000.00	0.00	100,000.00
tot. of 130		361,000.00	0.00	361,000.00
tot. of 13		361,000.00	0.00	361,000.00
14 SOCIOMEDICAL INFRASTRUCTURE				
140	Restaurants, meals and canteens			
1400	Restaurants, meals and canteens	64,000.00	0.00	64,000.00
tot. of 140		64,000.00	0.00	64,000.00
141	Medical service			
1410	Medical service	255,000.00	0.00	255,000.00
tot. of 141		255,000.00	0.00	255,000.00
142	Further training, language courses and retraining for staff			
1420	Further training, language courses and retraining for staff	584,000.00	0.00	584,000.00
tot. of 142		584,000.00	0.00	584,000.00
tot. of 14		903,000.00	0.00	903,000.00
15 EXCHANGE OF OFFICIALS AND EXPERTS				
152	Exchange of officials and experts			

Title	Budget Headings Transfers from year start	Commitment and payment appropriation 2017		
		Initial	Transfers	Current
1520	Visiting experts, National Experts on Detachement	719,000.00	0.00	719,000.00
1521	Authority officials temporarily assigned to national civil services, to international organisations or to public or private institutions	0.00	0.00	0.00
tot. of 152		719,000.00	0.00	719,000.00
tot. of 15		719,000.00	0.00	719,000.00

16	SOCIAL WELFARE
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160	Special assistance grants			
1600	Special assistance grants	0.00	0.00	0.00
tot. of 160		0.00	0.00	0.00

161	Social contacts between staff			
1610	Social contacts between staff	50,000.00	0.00	50,000.00
tot. of 161		50,000.00	0.00	50,000.00

162	Other interventions			
1620	Other interventions	0.00	0.00	0.00
tot. of 162		0.00	0.00	0.00

163	Early childhood centres and other creches			
1630	Early childhood centres, other creches and EU school contribution	1,250,000.00	0.00	1,250,000.00
tot. of 163		1,250,000.00	0.00	1,250,000.00

164	Complementary aid for the handicapped			
1640	Complementary aid for the handicapped	10,000.00	0.00	10,000.00
tot. of 164		10,000.00	0.00	10,000.00
tot. of 16		1,310,000.00	0.00	1,310,000.00

17	RECEPTION AND ENTERTAINMENT EXPENSES
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170	Reception and entertainment expenses			
1700	Reception and entertainment expenses	5,000.00	0.00	5,000.00
tot. of 170		5,000.00	0.00	5,000.00
tot. of 17		5,000.00	0.00	5,000.00
tot. of 1		42,059,185.00	0.00	42,059,185.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment & Payments		
		Initial	Transfers	Current
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE LINKED TO THE AUTHORITY			
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDING AND ASSOCIATED COSTS			
200	Building			
2000	Rent	45,000.00	0.00	45,000.00
2001	Acquisition*	1,802,000.00	0.00	1,823,545.31
	tot. of 200	1,847,000.00	0.00	1,868,545.31
201	Insurance			
2010	Insurance	38,000.00	0.00	38,000.00
	tot. of 201	38,000.00	0.00	38,000.00
202	Water, gas, electricity and heating			
2020	Water, gas, electricity and heating	525,000.00	-15,000.00	510,000.00
	tot. of 202	525,000.00	-15,000.00	510,000.00
203	Cleaning and maintenance			
2030	Maintenance	347,000.00	0.00	347,000.00
2031	Cleaning	275,000.00	0.00	275,000.00
	tot. of 203	622,000.00	0.00	622,000.00
204	Refurbishment of premises/Fitting out			
2040	Refurbishment of premises/Fitting out	94,000.00	0.00	94,000.00
	tot. of 204	94,000.00	0.00	94,000.00
205	Security and surveillance of buidings			
2050	Security and surveillance of buidings	791,000.00	-10,000.00	781,000.00
	tot. of 205	791,000.00	-10,000.00	781,000.00
208	Preliminary expenditure relating to construction, acquisition or rental of immovable property			
2080	Preliminary to construction, acquisition or rental of immovable property	215,000.00	-11,000.00	204,000.00
	tot. of 208	215,000.00	-11,000.00	204,000.00
209	Other expenditure on buildings			
2090	Other expenditure on buildings	782,500.00	-20,000.00	762,500.00
	tot. of 209	782,500.00	-20,000.00	762,500.00
	tot. of 20	4,914,500.00	-56,000.00	4,880,045.31
21	EXPENDITURE ON DATA PROCESSING			

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment & Payments		
		Initial	Transfers	Current
210	Purchase and maintenance of IT for administration and non operational			
2100	Purchase/ maintenance of IT equipment	404,000.00	-89,000.00	315,000.00
2101	Purchase / maintenance of software	649,000.00	138,000.00	787,000.00
2103	Software development	1,015,000.00	-32,448.00	982,552.00
2104	User Support	746,000.00	82,209.83	828,209.83
	tot. of 210	2,814,000.00	98,761.83	2,912,761.83
	tot. of 21	2,814,000.00	98,761.83	2,912,761.83
22	MOVABLE PROPERTY AND ASSOCIATED COSTS			
220	Technical equipment and installations			
2200	Technical equipment and installations	80,000.00	0.00	80,000.00
2201	Hire or leasing of technical equipment and installations	0.00	0.00	0.00
2202	Maintenance and repair of technical equipment and installations	0.00	0.00	0.00
	tot. of 220	80,000.00	0.00	80,000.00
221	Furniture			
2210	Purchase of furniture	20,000.00	0.00	20,000.00
2211	Hire of furniture	0.00	0.00	0.00
2212	Maintenance and repair of furniture	0.00	0.00	0.00
	tot. of 221	20,000.00	0.00	20,000.00
	tot. of 22	100,000.00	0.00	100,000.00
23	CURRENT ADMINISTRATIVE EXPENDITURE			
230	Stationery and office supplies			
2300	Stationery and office supplies	66,000.00	-6,000.00	60,000.00
	tot. of 230	66,000.00	-6,000.00	60,000.00
232	Financial charges			
2320	Bank charges	1,000.00	0.00	1,000.00
2321	Other financial charges	0.00	0.00	0.00
	tot. of 232	1,000.00	0.00	1,000.00
233	Legal expenses			
2330	Legal expenses	185,000.00	0.00	185,000.00
	tot. of 233	185,000.00	0.00	185,000.00
234	Damages			
2340	Damages	0.00	0.00	0.00
	tot. of 234	0.00	0.00	0.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment & Payments		
		Initial	Transfers	Current
235	Other operating expenditure			
2350	Miscellaneous insurance	11,000.00	0.00	11,000.00
2353	Removals and associated handling	0.00	0.00	0.00
	tot. of 235	11,000.00	0.00	11,000.00
239	Publications			
2390	Publications	12,000.00	0.00	12,000.00
	tot. of 239	12,000.00	0.00	12,000.00
	tot. of 23	275,000.00	-6,000.00	269,000.00
24	POSTAL CHARGES AND TELECOMMUNICATIONS			
240	Postal charges			
2400	Postal charges	35,500.00	0.00	35,500.00
	tot. of 240	35,500.00	0.00	35,500.00
241	Telecommunications			
2410	Telecommunications subscriptions and charges	201,000.00	-18,761.83	182,238.17
2411	Purchase and installation of equipment	128,000.00	-8,000.00	120,000.00
	tot. of 241	329,000.00	-26,761.83	302,238.17
	tot. of 24	364,500.00	-26,761.83	337,738.17
25	GOVERNANCE EXPENDITURE			
250	Governance expenditure			
2500	Management Board meetings	110,000.00	-10,000.00	100,000.00
	tot. of 250	110,000.00	-10,000.00	100,000.00
	tot. of 25	110,000.00	-10,000.00	100,000.00
	tot. of 2	8,578,000.00	0.00	8,599,545.31

*amended budget

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
3	OPERATING EXPENDITURE LINKED TO THE AUTHORITY						
30	SCIENTIFIC EVALUATION of REGULATED PRODUCTS						
302	REPRO Experts meetings						
3020	REPRO Experts meetings	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00
	tot. of 302	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00
	tot. of 30	4,118,000.00	0.00	4,118,000.00	4,118,000.00	0.00	4,118,000.00
31	RISK ASSESSMENT & SCIENTIFIC ASSISTANCE						
312	RASA Experts meetings						
3120	RASA Experts meetings	3,695,000.00	0.00	3,695,000.00	3,695,000.00	0.00	3,695,000.00
	tot. of 312	3,695,000.00	0.00	3,695,000.00	3,695,000.00	0.00	3,695,000.00
313	Crisis support						
3130	Crisis support	9,000.00	0.00	9,000.00	9,000.00	0.00	9,000.00
	tot. of 313	9,000.00	0.00	9,000.00	9,000.00	0.00	9,000.00
	tot. of 31	3,704,000.00	0.00	3,704,000.00	3,704,000.00	0.00	3,704,000.00
32	EFSA SCIENTIFIC COOPERATION						
321	EFSA Grants & Procurement						
3210	EFSA Grants & Procurement	9,490,000.00	0.00	9,490,000.00	10,754,280.00	0.00	10,754,280.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
	tot. of 321	9,490,000.00	0.00	9,490,000.00	10,754,280.00	0.00	10,754,280.00
322	Scientific cooperation meetings						
3220	Scientific cooperation meetings	68,000.00	44,000.00	112,000.00	68,000.00	44,000.00	112,000.00
	tot. of 343	68,000.00	44,000.00	112,000.00	68,000.00	44,000.00	112,000.00
323	Pre-accession and ENP Programmes*						
3230	Pre-accession programme	0.00	0.00	0.00	0.00	0.00	0.00
3231	ENP (European Neighbourhood programme)	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 323	0.00	0.00	0.00	0.00	0.00	0.00
324	Collaboration with other organisations*						
3240	Collaboration with FAO	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 3324	0.00	0.00	0.00	0.00	0.00	0.00
	tot. of 32	9,558,000.00	44,000.00	9,602,000.00	10,822,280.00	44,000.00	10,866,280.00
34	COMMUNICATIONS						
341	Risk Communication						
3410	Risk Communication	1,089,000.00	-61,078.50	1,027,921.50	1,089,000.00	-61,078.50	1,027,921.50
	tot. of 341	1,089,000.00	-61,078.50	1,027,921.50	1,089,000.00	-61,078.50	1,027,921.50
342	External relations						
3420	External relations	310,000.00	0.00	310,000.00	310,000.00	0.00	310,000.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
	tot. of 342	310,000.00	0.00	310,000.00	310,000.00	0.00	310,000.00
	tot. of 34	1,399,000.00	-61,078.50	1,337,921.50	1,399,000.00	-61,078.50	1,337,921.50
35	HORIZONTAL OPERATIONS						
350	Operational IT Systems						
3500	Operational IT Systems	3,975,000.00	994,787.50	4,969,787.50	3,975,000.00	994,787.50	4,969,787.50
3501	Multiannual IT Projects	1,202,000.00	-975,533.00	226,467.00	1,167,000.00	-975,533.00	191,467.00
	tot. of 350	5,177,000.00	19,254.50	5,196,254.50	5,142,000.00	19,254.50	5,161,254.50
351	Operational support						
3511	Translation, Interpretation, Linguistic Proofreading and Editing	200,000.00	0.00	200,000.00	200,000.00	0.00	200,000.00
3512	Library	534,000.00	15,000.00	549,000.00	534,000.00	15,000.00	549,000.00
3513	Mission of staff related to operational duties	950,000.00	-35,000.00	915,000.00	950,000.00	-35,000.00	915,000.00
3514	Shuttles for experts and staff related to operational duties	1,025,000.00	0.00	1,025,000.00	1,025,000.00	0.00	1,025,000.00
	tot. of 351	2,709,000.00	-20,000.00	2,689,000.00	2,709,000.00	-20,000.00	2,689,000.00
352	Conferences & Outreach						
3520	Conferences and Outreach	1,100,000.00	-63,106.00	1,036,894.00	1,100,000.00	-63,106.00	1,036,894.00
	tot. of 352	1,100,000.00	-63,106.00	1,036,894.00	1,100,000.00	-63,106.00	1,036,894.00
353	Operational development & Control						
3530	Operational Development & Control	760,000.00	80,930.00	840,930.00	760,000.00	80,930.00	840,930.00
	tot. of 353	760,000.00	80,930.00	840,930.00	760,000.00	80,930.00	840,930.00

Title Chapter Article Item	Budget Headings Transfers from year start	B 2017 Commitment appropriation			B 2017 Payment appropriation		
		Initial	Transfers	Current	Initial	Transfers	Current
354	Quality Management						
3540	Quality Management	40,000.00	0.00	40,000.00	40,000.00	0.00	40,000.00
	tot. of 354	40,000.00	0.00	40,000.00	40,000.00	0.00	40,000.00
	tot. of 35	9,786,000.00	17,078.50	9,803,078.50	9,751,000.00	17,078.50	9,768,078.50
	tot. of 3	28,565,000.00	0.00	28,565,000.00	29,794,280.00	0.00	29,794,280.00

ANNEX III. Status of projects

Table 24: Projects and Process improvement initiatives under SO1 – Status report

Intermediary Impact	Expected result – Outcome	Project	Overall Status
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 materials	increased engagement of stakeholders in scientific activities	Customer oriented approach for applications for Regulated Products	🟢
		TERA	🟢
		Stakeholder Engagement Approach (SEA)	🟢
		Reputation Management (including Barometer)	🟢
	full availability of documentation relevant to EFSA scientific outputs	Matrix	🔴
	enhanced outreach of communication	COMMS digital collaboration	N/A
		Social Media 2020 strategy	N/A

Table 25: Projects and Process improvement initiatives under SO2 – Status report

Intermediary impact	Expected result - outcome	Project	Overall Status
Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data		Information Management Programme	🟢
		Information governance project	🟡
	Improved access to data	Developing a system for assigning digital object identifiers (dois) project	🟢
		Scientific Data Warehouse (DWH)	🟢
		Open SCAIE project	🟢







Intermediary impact	Expected result - outcome	Project	Overall Status
	Wider data coverage	Molecular typing project	
	Increased satisfaction of stakeholders regarding EFSA's evidence management services and fostered innovative re-use of data	Increased standardisation and interoperability of data	Introduction of a framework for Information Access Management
EU MENU project			
FOODEX2 project			
IPCHEM project			
SSD2 pilot project			
Improved quality of data		Data collection services project	

Table 26. Projects and Process improvement initiatives under SO3 – Status report





Intermediary impact	Expected result - Outcome	Project	Overall Status
Increased efficiency at European and international level		Expertise Management Programme	
	Increased satisfaction of MS, EU and international partners with regard to the building and sharing of risk assessment capacity and a knowledge community at organisational and individual level, in general and via specific tools (e.g. grants)	Building and sharing capacity within the risk assessment community at organisational level	EU-FORA
EFSA Pre-accession Programme			
Innovative approach for Article 36 networking and management of the list			
Strengthened capacity using innovative ways		Crowdsourcing	

Table 27: Projects and Process improvement initiatives under SO4- Status report

Intermediary impact	Expected result - outcome	Project	Overall Status
Increased effectiveness of preparedness and response	Fostered use of new approaches and enhanced ability to anticipate and respond to risks	Wildlife project	🌟
		Vectornet project	🌟
		Define new activity on urgent response for plant health issues	N/A
		Tracing methodology	🌟
		Preparatory work for future advice / Integrating new approaches in chemical risk assessment	🌟
		Cumulative Risk Assessment of Pesticides - part II	🌟
		Data collection on historical control data	🌟
		Coordinated framework for the development of environmental risk assessment across the various EFSA Units and Panels: Pilot Projects with MSs on 4 areas (pesticides soil, pesticides aquatic, plant health, multi-stressors)	N/A
		Bee health	🌟
		Guidance on submissions for evaluation of nutrients or of other ingredients proposed for use in the manufacture of foods	🌟
		Guidance documents for health claims	🌟
		Use of protein hydrolysates in formulae	🌟
		Aquatic RA Guidance: Opinion on TK/TD and simple food chain effects modelling for RA	🌟
		EFSA guidance on Dermal Absorption	🌟













Intermediary impact	Expected result - outcome	Project	Overall Status
Increased effectiveness of preparedness and response	Fostered use of new approaches and enhanced ability to anticipate and respond to risks	Epidemiological studies	
		Hazard assessment of Endocrine Disruptors	
		PECs in Soil	
		QSAR Dermal absorption	
		Repair action of the FOCUS surface water scenarios	
		Review of the published non-dietary exposure data to pesticides for residents and bystanders and for environmental RA.	N/A
		Terrestrial RA Guidance. Non-target terrestrial plants and Amphibians and reptile Guidance	
		Testing strategies for evaluation of developmental neurotoxicity	
Increased satisfaction of stakeholders with regard to EFSA's preparedness, methodologies and response	Harmonisation of risk assessment methodologies	Set up of a plan for the further development and use of animal-based indications for animal welfare risk assessment	N/A
		Expert knowledge elicitation (EKE)	
		Scientific Committee Guidance Document Review framework (Guidance review)	N/A
		Harmonise EFSA environmental risk assessment (ERA) schemes	N/A
		Evidence use in risk assessment: Prometheus	
	Accessibility of EFSA methods and tools	Risk Assessment tools for the safety of global food and feed supply chains (FPA with BfR)	
		R4EU	
		Knowledge junction (through Open ScaIE)	

Table 28: Projects and Process improvement initiatives under SO5 – Status report

Intermediate impact	Expected result - Outcome	Project	Overall Status
Sound operational performance Efficiency		External evaluation	✱
		EU Agencies' Network (EUAN)	✱
	People and culture	Talent Management	✱
	Compliance	Centralisation of competing interest management	✱
		Independence policy	✱
		Business continuity	✱
		OHSAS 18000 certification	✱
	Enabling work environment	Correspondence & records management	✱
		Organisational development: mission centralisation and travel logistics outsourcing	✱
	Capabilities	New World of Work	N/A
		Performance and results management approach	✱
		EMAS certification registration. ISO 14001 certification and certification achievement	✱
		Businesses DWH (B.I.K.E. project)	✱